1-27-2011

Board of Trustees Meeting Packet, January 2011

Framingham State University

Framingham State University

BOARD OF TRUSTEES

BOARD MEETING ◘ JANUARY 27, 2011 7:00P.M. ◘ MCCARTHY CENTER – ALUMNI ROOM

AGENDA

1. **Chair's Report**
   - **1.1. Announce Executive Session**
   - **1.2. Trustee Action Item**
   - **1.3. Approval of Minutes (November 18, 2010)** — ATTACHMENT 1

2. **President's Report**
   - 2.1. Discussion Items

3. **Academic Affairs**
   - 3.1. Discussion Items
     - 3.1.1. Academic Affairs Update — ATTACHMENT 2
     - 3.1.2. What's New in Academic Departments — ATTACHMENT 3

4. **University Advancement**
   - 4.1. Discussion Items
     - 4.1.1. University Advancement Update — ATTACHMENT 4
     - 4.1.2. Grants and sponsored programs update

5. **Enrollment and Student Development**
   - 5.1. Discussion Item
     - 5.1.1. Enrollment and Student Development Update — ATTACHMENT 5

6. **Human Resources**
   - 6.1. Discussion Item
     - 6.1.1. Human Resources Update — ATTACHMENT 6
   - **6.2. Trustee Action Item**
     - **Personnel Actions** — **to be provided at the meeting**

Pursuant to Board of Trustees By-laws, Trustees may reserve 30 minutes at the end of the agenda of their regular meetings for public participation. Individuals who wish to speak to the Trustees shall so inform the President's Office in writing, setting forth the purposes for speaking, at least one week prior to the meeting. Subject to the Chair's discretion, individuals will be permitted to speak to the Trustees and will be assigned time within the allotted 30 minutes.

7. **Administration, Finance and Technology**

7.1. **Trustee Action Item**

Cash Management and Investment Policy Revision — ATTACHMENT 7

7.2. Discussion Items

- **7.2.1. Mid-year Investments Performance Review** — ATTACHMENT 8
- **7.2.2. Science Project Financing Update** — ATTACHMENT 9
- **7.2.3. Science Project Update** — ATTACHMENT 10
- **7.2.4. FY2011 Governor's Budget ("House 1) Recommendation** — Anticipated Handout
- **7.2.5 Administration and Finance Mid-year Update** — ATTACHMENT 11

8. **Emergency Preparedness Report** — ATTACHMENT 12

9. **New Business**

10. **Public Comment**

11. **Adjourn**

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Draft

BOARD OF TRUSTEES ▫ FRAMINGHAM STATE UNIVERSITY

BOARD MEETING ▫ NOVEMBER 18, 2010 7:00 P.M. ▫ MCCARTHY CENTER – ALUMNI ROOM

Minutes

In attendance: Trustees Boulanger, Burchill, Combe, Gardner, Hunt, Paul, Quezada, Richards; President Flanagan

Chair Richards called the meeting to order at 7:05pm.

1.0 Chair's Report

- Chair Richards acknowledged Brian Kessell, candidate for Student Trustee in the audience. A special election to replace the student trustee will be held in the next week.

- The minutes of the September 30, 2010 meeting were presented for approval. Chair Richards asked for a motion to approve.

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On a motion duly made and seconded, it was unanimously voted to accept the minutes of the September 30, 2010 meeting as written.

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- Chair Richards proposed Board members to serve on the Finance and Academic Affairs subcommittees as follows:

  To serve on the Finance Subcommittee: Robert Richards, Raymond Boulanger, Paul Combe, and Joseph Burchill.

  To serve on the Academic Affairs Subcommittee: Raymond Boulanger, Barbara Gardner, Alice Pomponio, Albertha Paul, and Fernando Quezada

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On a motion duly made and seconded, it was unanimously voted to approve the subcommittee assignments.

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2.0 President's Report:

- President Flanagan presented the Early Enrollment Estimates data report that was compiled by the Board of Higher Education. The report indicates that although growth is not as dramatic as last years', it is still consistent and impressive. President Flanagan pointed out that the report reflected that, after consideration of all forms of financial aid, public higher education institutions are more affordable. The report also mentioned that the most substantial enrollment growth (at public higher education institutions) derives from in students with higher incomes.

  Trustee Combe inquired how the demographic shift will affect the application pool and financial aid. Dr. Conley replied that the impact will be seen in the merit money program and that resources will need to be managed carefully and strategically.

  Trustee Gardner noted the increasing trend in online degrees awarded. President Flanagan commented that there is little to no policing of the for profit education industry, but that consideration is growing for regulation and oversight of that industry

  President Flanagan reviewed FSU census data for fall 2010 enrollment , noting that the day division undergraduate numbers indicate a 3% increase in headcount, a 4% increase in course registrations and a 4% increase in Course FTE.

  President Flanagan commented that Division of Graduate and Continuing Education enrollment date reflected a decline. The President attributed this decline to the loss of the recruiting/marketing coordinator for the division and explained that a search committee will be formed and the position replaced as soon as possible.

- President Flanagan congratulated Athletics Director Tom Kelly for the success of the football team this season. The team will be playing Norwich University for the 2010 ECAC Northeast Football Championship.

3.0 Academic Affairs:

- Dr. Vaden-Goad informed the Board that the Academic Affairs subcommittee held their first meeting on November 15, 2010. The division of Academic

Affairs has been tasked with the development of FSU Core Values and Vision Statement. The University is working diligently toward this goal.

- Dr. Vaden-Goad introduced "What's New in Academic Departments". The Board was pleased to see the brief updates from each of the academic departments.

- Dr. Vaden-Goad advised that an author's event has been planned for November 10, 2010. This is part of a new annual series that highlights faculty member's work. Three faculty will be highlighted this semester and will read from their newly published books.

4.0 University Advancement:

Mr. Hendry presented the year-to-date fundraising and grants update information to the Board. It was noted that the number of gifts has declined from the same time last year however, the amount of the gifts received has significantly increased.

- Mr. Hendry announced that an External Relations Coordinator has been hired and will be positioned in his division. Daniel Magazu comes to FSU after working as a reporter with the Fitchburg *Sentinel and Enterprise* and the Manchester, NH *Daily Express*. Mr. Magazu will be responsible for producing the University magazine, updating the website and updating our social media presence.

- Mr. Hendry noted that the Foundation has taken steps to officially change its name to the Framingham State University Foundation. The change has been submitted to the Secretary of State's office and they are awaiting approval.

  Mr Hendry advised that the Foundation has formed a Development subcommittee, which will assist with campaign planning, donor cultivation and provide leadership as the University plans for a comprehensive capital campaign.

- Mr. Hendry advised that Alumni Relations has several events planned for November and December, including a reception hosted by the University at the

American Dietetics Association convention on November 8th in Boston. Over 100 alumni attended the reception.

- Mr. Hendry reminded members of the Board that the President's Circle dinner is planned for December 11, 2010 and mentioned that
- The McAuliffe Center would be hosting a Challenger Disaster Anniversary event in January 2011.

5.0 Enrollment and Student Development:

Dr. Conley informed the Board that a comprehensive enrollment plan is being developed and will focus on the recruitment of new students and increasing the number of current students we retain. Dr. Conley advised that:

- The residence halls opened at 104% capacity. The Enrollment Planning Committee has developed a plan for reaching occupancy goals in the Fall 2011 in conjunction with the opening of the new residence hall.
- The Counseling center has increased the size of their staff in response to the higher demand for services.
- Student Accounts and Financial Aid have combined into the same area in an effort to provide a "one-stop" services. The two departments are working to improve processes and increase student satisfaction.
- Analysis of the Fall 2009 merit award program has been completed. Results of the analysis will be used to improve/maximize the program's effectiveness.
- New creative materials for admissions efforts for the Fall 2012-2015 recruiting campaigns are in development.

Jeremy Spencer, Dean of Admission, provided the Board with the following updates:

- The department goal of 25,000 student inquiries has almost been met.
- In comparison to last year, the number of campus visits by prospective students is up, recruitment travel events by admissions staff are up, and applications are up (overall FR apps are up 44%; Early Action within that group is up 57%).

- The admissions staff has sent over 63,000 emails and made over 2400 telephone calls to build relationships and drive prospective students to visit campus.

Trustee Boulanger asked if the total number of campus visits has increased because of the new communications plan. Dean Spencer replied that the number of campus visits have, in fact, increased significantly over last year.

Trustee Boulanger asked Dean Spencer if there was anything else the Board could do to support the Admissions plan. Dean Spencer replied that at the moment, the Admissions Department has all it needs to continue recruiting.

Trustee Paul noted that the early action plan and the follow-up communications with prospective and accepted students really seems to make a difference.

Trustee Quezada asked if the numbers being reported were strictly undergraduate data. President Flanagan replied that the numbers being reported by Dean Spencer are undergraduate admission numbers.

6.0 Human Resources:

Ms. Colucci reported that the legislature has approved funding of the collective bargaining agreements. All employees in unions will receive a salary increase in their November 26th pay check. This is the first of three consecutive year increase as described in the collective bargaining agreement. Other increases are scheduled in the months of December and June. Ms. Colucci advised that:

- Eleven active faculty searches are in process. Eight of the 11 are for tenure track positions.

- The Diversity Committee has been provided with a budget. The committee will hire a consultant to assist with the development of a strategic plan for the Diversity Committee.

Trustee Combe asked if the diversity efforts are focused just on faculty or do they include students. Ms. Colucci replied that, to date, the efforts have focused on the faculty and staff as that was the area identified as lacking in diversity.

Dean Spencer mentioned that there is active multi-cultural recruiting effort built into the Admissions plan.

- The Wellness Program continues to grow. The Yoga classes are particularly popular on campus and a running club was just established. A creative writing club will be offered in the fall.

Ms. Colucci presented the Personnel Action Items for approval. Ms. Colucci noted that the action items include proposed faculty sabbatical leaves.

Trustee Gardner was pleased to see that the sabbatical approval process was back on track. Dr. Vaden-Goad explained that the process of review and approval of sabbatical requests had been delayed last year due to budget concerns.

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On a motion duly made and seconded, it was unanimously voted to approve the Personnel Action Items as presented.

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7.0 Administration, Finance, and Information Technology:

Dr. Hamel presented the Massachusetts State College Building Authority Financing Agreement for approval by the Board. Dr. Hamel provided a general overview of the terms of the Agreement explaining that The Agreement will permit the use of Build American Bonds to finance the FSU Science Facility Project. Dr. Hamel also reviewed the terms and amounts of financing required to be provided by the University to fund a portion of the project. Dr. Hamel noted that the use of the BAB financing will allow the University to obtain fixed interest rates to eliminate the uncertainty of future interest rates when funding the project. The agreement to undertake the financing at this time reduces the uncertainty arising from restrictions upon and availability of future financing . Dr. Hamel mentioned that the University does not expect to be required to fund the project from reserves . Dr. Hamel advised that the anticipated terms of the financing are: 3.1% all-in fixed interest rate; requiring $658K annual debt service over a 20 year term of the loan, but the final terms will not be set until bond pricing of the project is completed in late November or early December 2010. Dr. Hamel mentioned that the terms of the financing and the MSCBA Agreement has been the subject of a number of discussions with the Finance subcommittee. Chair Richards confirmed that

Finance subcommittee had reviewed the Agreement and the proposed terms of the financing and recommended approval. Trustees Boulanger and Combe concurred.

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On a motion duly made and seconded, the Board voted unanimously to approve the MSCBA Financing Agreement.

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- Dr. Hamel reviewed a final version of the Audited of Financial Statements and Supplemental Information for FY2010 Financial Statements that were included in the Board packets.

- Dr. Hamel reviewed the Capital Plan update with the Board. The new residence hall is reported to be on time and on budget.

- The solar array projects are scheduled for a December completion.

- Dr. Hamel and Warren Fairbanks reviewed the Division of Capital Asset Management Performance Contracting Program Overview. Mr. Fairbanks explained that this Program is an alternative means for various state agencies to finance energy and water saving improvements in state facilities. The energy service companies are responsible for purchase, installation and management of the energy and water capital improvements with no capital costs to the state.

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8.0 Emergency Preparedness

- Dr. Conley reviewed the Campus Police staffing levels with the Board. It was noted that Dispatcher Matt Starr was recently deployed to Iraq.

Trustee Boulanger wished Matt good success and safe return.

- Dr. Conley advised that the Threat Assessment Team has convened once during the fall semester.
- Dr. Conley mentioned that the FSU Alert system includes an exceptional degree of enrollment (students, faculty and staff).

9.0 New Business

There was no new business to come before the Board.

10.0 Public Comment:

There were no matters of public comment brought before the Board.

11. Adjournment

The Board of Trustees meeting was adjourned at 9:59p.m.

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Framingham State University

Board of Trustees Update

Topic: Office of Academic Affairs

From: Linda Vaden-Goad

Date: January 27, 2011.

1) International Studies Update (Jane Decatur)
   - Faculty-Led Study Trips (8)
   - East Anglia MOU Exchange
   - International Students Studying at FSU (49)
   - Visiting Chinese Students
   - Collaborations with other Universities
2) Hiring/Faculty Searches: (Linda Vaden-Goad)
   - Tenure-Track Searches:
     1. Fashion Design & Retailing
     2. Chemistry & Food Science
     3. Education
     4. Economics
     5. History
     6. English (Creative Writing/First-Year Writing/Literature)
     7. Criminology
     8. Mathematics
   - Full-Time Temporary Searches
     1. Education
   - Full-Time Diversity Fellowships (2 positions)
   - Library
     1. Curriculum Librarian:
   - Associate Vice President: Dr. Ellen Zimmerman (Institutional Effectiveness)
3) STEM M.Ed. and Professional Science Master's updates (Scott Greenberg)
   - STEM M.Ed.: to begin in Summer 2011
   - Professional Science Master's: to begin Fall 2012

Appendices:

1) What's New in Academic Departments, December 2010
2) Mid-Year Report, Academic Affairs

What's New in Academic Affairs: December 2010

Biology:

- Fourteen Seniors presented their research at the department's 42nd Annual Student Research Conference. The Shaun Thornton Award for Best Presentation went to Edwin Castillo for his study of the long term efficiency of a phosphate and surfactant spray for fighting the Chestnut Blight (Cryphonectria parasitica).

Chemistry & Food Science:

- Ms. Madison Gomes, a senior chemistry major with a concentration in biochemistry, presented her research from an internship at Abbott Laboratories. Ms. Gomes has applied for the Northeast Section of the American Chemical Society (NEACS) Gesellschaft Deutscher-Chemiker (GDCh) Exchange Program. She was the only undergraduate invited for an interview and will soon hear whether she has been accepted.

Communication Arts:

- Professor Leslie Starobin has six photomontages on exhibit at the Mobius Gallery in the South End, and has images featured in the Boston Jewish Advocate.

Computer Science:

- Professor David Keil and Dr. Robert Chen are developing new courses for graduate programs in STEM education, including a course in Bioinformatics.

Consumer Sciences

- The Costume Society will be exhibiting original designs of Professors Pamela Sebor-Cable, Brianna Plummer and Seunghye Cho at their annual meeting, in Boston, April, 2011.

Economics & Business Administration:

- During her sabbatical leave, Dr. Sandra Rahman will present a paper at the Nepalese Academy of Management entitled "Technology, Knowledge and Future Managers: How we learn what we know." She will also teach a workshop at the University of Malaysia.

Education:

- The department met with Dr. Richard Allan from Evaluation Systems, to provide crucial feedback on MTEL exams.

English:

- Brad Petrishan '09, English major with a journalism concentration and former award-winning Editor-in-Chief of The Gatepost, was just hired as a reporter for both The Marlborough Enterprise and The Metrowest Daily News.

Geography:

- Dr. Judith Otto has been asked to write three encyclopedia articles for the Encyclopedia of Energy, for fall 2011: European Union; Industrial Revolution; and Carbon Cap and Trade.

History:

- The History Department has revised its major to allow students much greater flexibility, which will allow for students to undertake two different minor programs. This is expected to improve graduation rates as well.

Mathematics:

- A mathematics major who graduated in spring 2010, and is currently a graduate student at University of Connecticut, has passed his actuarial examination with flying colors. He is interviewing for internship opportunities with several area insurance companies.

Modern Languages:

- The department has finalized an agreement with the Commonwealth District Court Department for two of their majors to intern in District Courts beginning January 2011. The students will assist Spanish-speaking court users in the Clerk's Office, the Probation Department, and other areas of the courthouse.

Nursing:

- Dr. Susan Mullaney will become Acting Chair for Spring 2011 during Dr. Susan Conrad's sabbatical leave.

Physics & Earth Science:

- Dr. Thomas Burbine has been invited to assist in proposal evaluation at NASA in January 2011.

Political Science:

- At the department's invitation, Professor Sanford Levinson, University of Texas-Austin, presented a well-attended lecture on the Constitution.

Psychology & Philosophy:

- Dr. Dawn Vreven has completed a study of the effects of ADHD on brain response patterns using EEG technology. She was interviewed by Maura Scully for the FSU Magazine.

Sociology:

- Dr. Virginia Rutter will travel to the Council on Contemporary Families annual conference in Chicago with three FSU students to present original research findings. The students have been working with Dr. Rutter during the past year.

CELTSS & ATDE:

- Quality Matters Workshops will be offered in spring 2011 to faculty teaching online and hybrid courses.

Honors Program:

- Two exciting new courses are being proposed: a Freshman Honors Seminar, and a team-taught interdisciplinary Senior Honors Seminar to which the honors thesis would be attached.

International Education

- Seven faculty-led trips are planned between now and 01/12: International business trip to China and Marketing Club trip to Dublin/London, both led by Dr. Sandra Rahman (Economics & Business Administration); Barcelona trip, led by Dr. Judith Otto (Geography); Italy trip, led by Dr. Janet Schwartz (Consumer Sciences-Food & Nutrition); Greece trip, led by Professor Marc Cote (Art & Music); France/Switzerland/Italy trip, led by Dr. Irene Foster (Consumer Sciences-Fashion Design & Retailing); and India trip, led by Dr. Lisa Eck (English).

Whittemore Library:

- The library now has extended late night hours until 1:00 AM on Monday through Thursday and on Sunday.

Framingham State University • Academic Affairs Goals for 2010-2011

Academic Planning, Assessment and Program Development: Create a Culture of Evidence for Academic Planning

A. Develop "Core Values" and "Vision Statement" (to provide a guiding framework for planning and program development)

1) A special committee has been constituted (Fall 2010), and the committee will follow the same process as the Mission Statement Special Committee. The committee is creating a draft of the core values and vision statement, and will gather university-wide feedback, completing process May 3, 2011.

B. Improve Retention and Graduation Rates (using data and best practices)

1) Improve Curriculum and Scheduling Practices
   - Reduced "Bottleneck Course" Problem: We identified course bottlenecks that were inhibiting progress toward degree completion, and increased the number of sections of those courses so that students now will have the courses they need to make good progress.
   - Reviewed Class Size: maintained at optimal levels as per data on average class size for F09 and F10.
   - Reviewing Degree Requirements: Reviewing the number of requirements in each major to determine ways to streamline programs to facilitate degree completion.
2) Regularize Data Analyses to Improve Student Success.
   - Implemented Five-Year Profile Fact Sheet – includes fall census admission data, course registrations, degrees awarded, undergrad persistence, and graduation rate.
   - Created Fact Sheet on Graduation and Retention by Major and Department.
   - Created "Academic Department Indicators for Undergraduate Programs" data sheet to be generated every semester. We are creating the same data sheet for graduate programs.
   - Conducted Six Month Post-Graduation Placement Survey Report for FY09/10 graduates.
3) Increase Student Support and Effectiveness
   - Created Extended Hours in the Library (until 1:00 am). Usage is being monitored.
   - Constructed a new dataset to analyze the effectiveness of General Math classes currently being taught.
   - Created 1-sheet academic program completion templates and worksheets, for all academic programs, to be posted on the Academic Affairs website, to aid student planning for four-year program completion.
4) Improve Student Advisement
   - Academic Advisement Sub-Committee has been revived – includes CASA staff, representative chairs, VPAA, VPESD.
   - Academic Advising Advisory Group: Chris Gregory initiated this group in Spring 2010 to discuss faculty advisement across the university. Membership includes faculty from each department and CASA staff. In Spring 2011, they will conduct a brief descriptive analysis of our advising policies and practices.
   - Use of NSSE: Using NSSE data to gauge student satisfaction with current advisement process.

C. Develop and Integrate Institution-Wide Assessment

1) Hire New Director of Institutional Research: Search in progress
2) General Education Assessment
   - Director of Assessment meeting bi-weekly with Gen Ed Review Committee to develop new Gen Ed learning outcomes into specific action statements.
   - Gen Ed goals and objectives are to be assessed, beginning in AY2010-2011, and annually reviewed using established rubrics and measures.
   - Unit-based missions, goals, learning outcomes and vision statements to be developed Spring 2011.
   - Department/Program Assessment
   - Assessment Director meeting with all department chairs to conduct needs assessments, prepare for five-year program reviews, and assure articulation with NEASC standards.
   - Assessment Director and CELTSS organizing four Spring 2011 faculty workshops on assessment.
   - Internal website being created that will present assessment data to inform annual reporting and planning.
3) Co-curricular Assessment
   - Assessment Director collaborating with Director of First-Year Programs to design feasible assessment strategy.
   - Assessment Director and IR Director developed survey to determine reasons for non-returning 2nd year students.

D. Create New Academic Programs and Program Opportunities

1) New Programs in Place
   - BA in Criminology offered as of January 2011.
   - M.Ed. with concentration in Nutrition Education offered since Fall 2010.
   - MBA has been developed from a part-time into a full time program – potential to increase residence hall population as well as number of international students – offered fall 2011.
2) Programs in the Pipeline

- STEM Education M.Ed. to be presented to DESE in spring 2011 – first cohort to begin summer 2011.
- Professional Science Masters - proposal to be developed for BHE by spring 2011.
- Deaf Studies Programs: American Sign Language Post-Baccalaureate Program curriculum has been developed so program can begin as soon as the state approves the new standards for ASL teaching. FSU is collaborating with Northern Essex Community College to establish a 2+2 program. Their students with an Associates Degree in Deaf Studies will complete a BA in Liberal Studies from FSU, and will then be candidates for the ASL PBTL program.
- MA in Health Care Administration – developing new track in Health Information Management.
- Developing M.A. programs in History and English with 5-year B.A./M.A. degree option for History.

3) Study Abroad Opportunities
   - Developed target list of 16 affordable study abroad programs around the world.
   - 7 faculty-led student programs going abroad between now and Jan. 2012 to China, Egypt, India, Spain, Greece, France, Switzerland and Italy.

4) International Student Recruitment
   - Currently 49 international students at the University - 11 new students beginning in January.
   - Bridge Program ready to roll out for F11 to facilitate ESL student matriculation as undergraduates.
   - Working with U.S. Department of Commerce to recruit international students for new full time MBA program. FSU personnel will travel to India in March to assist with this effort.

5) Honors Program
   - Joining the Commonwealth Honors Program and having our students become Commonwealth Honors Scholars.
   - Creating the New Freshmen Honors Seminar class with an attached Foundations Seminar.
   - Developing New Transfer/Associate Honors Program, so transfer students can be part of FSU's Honors Program.

E. Promote and Support Accreditation Efforts
- Education Dept. – actively seeking NCATE accreditation: FSU Teacher Education Advisory Council has been established; search is underway to hire an NCATE coordinator.
- Art Dept. – discussing NASAD accreditation.
- Computer Science Dept. – discussing ABET accreditation

F. Facilitate Ongoing Transfer Agreements
- Working with departments on Articulation Agreements with feeder community colleges.
- Working with Office of Admissions to dovetail articulation and MassTransfer agreements and to streamline processing of articulation requests submitted by community colleges.
- Several transfer agreements are ready for presidential signatures.

<u>Community Building, Internal and External</u>

A. Involve Faculty in Clarifying Roles and Expectations
- Facilitated discussions have taken place with department chairs on the topics of teaching and advisement. Other discussions will take place in Spring 2011 on continuing scholarship and professional service.

B. Celebrate Academic Excellence
- Working to develop a university wide student research day.
- Held authors' reception and book signing in Fall 2010 for faculty book publications; will be held each semester.
- Held tenure and promotion reception for faculty members and their chairs in fall 2010.
- Creating list of faculty scholarly activities for University publication in Spring 2011/will create an online database.

C. Promote Involvement with Wider Community
- Collaborating with Framingham Public Library on Lifelong Learner Series (DGCE) and Scholar-Led Book Programs. Discussing collaboration on One Book, One Community program, and library collaboration regarding DVD borrowing for FSU students.
- New STEM Professional Development Certificate in Inquiry and Teaching with MA State Science and Engineering Fair, Inc.

Framingham State University

Board of Trustees Update

Topic: Office of University Advancement

From: Christopher Hendry

Date: January 27, 2011

I. **Fundraising**

- The year-to-date fundraising numbers and the updated grants and sponsored programs information will be provided as a hand out at the meeting.
- The needs assessment is on-going
- A first draft of a comprehensive campaign budget will be available 2/1/11

II. **Alumni Relations**

- The Christmas Carol event at the Hanover Theatre in Worcester was a tremendous success as 70 individuals attended
- The Pre-Christmas Alumni event ticket sales included
  - The Bruins v Red Wings game on tap for Friday, 2/11/11 sold out in 15 minutes
  - The two Red Sox games in Boston sold out in 45 minutes
  - The Red Sox v Yankees spring training game in Fort Myers has limited seats available
- The Alumni Florida swing will take place during spring break and include:
  - Naples St. Patrick's Day reception
  - Red Sox spring training game
  - ~~Alumni dinner hosting the baseball and softball teams~~
- The Athletic Hall-of-Fame is scheduled for Friday, March 18, 2011 and will be held on campus
- Planning a trip to NYC in April for a United Nations tour led by FSU Professor an Ambassador to Bangladesh, Abdul Mohmen

III. **Framingham State University Foundation, Inc.**

- Grants committee is reviewing direction for additional support to the University above and beyond the annual scholarship distribution, including potential support of a comprehensive campaign
- Four prospective directors are actively being courted to fill vacated seats (2) and expiring terms (2)
- Ten additional prospects are being vetted for consideration of four new seats to bring the total compliment of directors to 24

Framingham State University

Board of Trustees Update

Topic: Division of Enrollment and Student Development

From: Susanne Conley

Date: January 14, 2011

Mid-Year Update

The division's leadership team has established the following goals as priorities in academic year 2010-2011. Progress on these goals is monitored weekly during divisional leadership meetings.

1. Completion of a comprehensive, multi-year strategic enrollment management plan. The plan delineates specific action steps to achieve existing goals for new student recruitment and retention, and will also establish goals to improve student satisfaction with the campus environment and transactional services.

   - *Draft of Strategic Enrollment Plan submitted to President.*

2. Completion of Phase I of a new three-year marketing campaign for use in undergraduate admissions through the 2013 recruiting year (refinement of message and design of new recruiting creatives).

   - *Schedule for campaign milestones in place, including development of new campaign theme (using 2007 EMG study); market study with current high school students, and creation of new admissions recruiting materials to be used for the fall 2011 through fall 2014 campaigns.*

3. Establishment of a student-friendly, service-oriented "one-stop" setting for students seeking assistance with student account or financial aid issues.

   - *Former position in Dean's office converted to Director of Student Accounts position.*
   - *New area created for Student Accounts adjacent to Financial Aid.*
   - *Office landscaping adjusted in both areas to replace service counter with private consulting sitting areas.*
   - *Significant changes in billing process resulted in a 75% reduction in non-compliance with billing requirements over prior semesters.*
   - *Ease of use improvements made to self-service environment for both areas.*
   - *"Mini-survey" of student satisfaction with the new one-stop begun.*

4. Conversion of financial aid operations to accommodate the compulsory "direct lending" environment that will be in effect for the 2011-2012 academic year.

   - *Assistant Director of Financial Aid attended conference explaining new procedures.*
   - *Transformation of business processes underway.*

5. Coordination the use of a story-based web presence to increase Framingham State's appeal among prospective students and their families.

- *New FSU website launched September 3 featuring 3-story "impact" header area.*
- *A total of 12 university stories featured over the fall semester, including stories on:*
  - *The university's name change.*
  - *The appointment of VP Vaden-Goad as chief academic officer.*
  - *FSU wildlife biologists' research (2 stories).*
  - *FSU faculty collaboration on a "Teaching History" grant with local area high schools.*
  - *National recognition for an FSU poet.*
  - *Announcement of the new science facility.*
  - *Approval of the new Criminology major.*
  - *FSU football team's bowl game victory.*
  - *The university's Toys for Tots holiday drive.*
  - *Naming of a design student as a finalist in BSO competition.*

6. Completion of a comprehensive study of the recently established "Aspirational Peer Group" and embed comparisons in annual Dashboard Indicators report.

- *Aspirational peer group established (comparable institutions with a six-year graduation rate at least 10 percentage points higher than FSU. These include Bloomsburg University, Keene State College, Longwood University, Millersville University, Shippensburg University, Winona State University.*
- *Study using aspirational peer data on balance of degree components completed for use by Academic Policies Committee in fall 2010.*

7. Inclusion on the College's website and portal transfer equivalency tables for the use of current and prospective transfer students.

- *In development. April 1 deadline for posting established.*

8. Improvement of the term-based veteran attendance verification process to expedite veterans' access to their benefits and further development of the servicemember's resource desk.

- *Registrar's office changed from verification system based on attendance post add/drop to one based on pre-registration. Thus, verifications are completed by the end of July for the fall and by the end of November for the spring each year. This accelerated the verification schedule by 6 weeks.*
- *FSU Servicemembers' Resource Desk in Dean of Student's Office employing student veterans to assist Dean's office in coordinating veteran outreach.*
- *Dean of Students has established twice per semester meeting times with student veteran leaders to ensure that their concerns are heard and addressed.*
- *FSU Veterans provided with use of dedicated office space to increase visibility and autonomy and to advance mentoring and support activities.*
- *Veterans known to us through the Admissions department now advised and pre-registered "off schedule" and at distance if their schedules and circumstances make attendance at orientation and pre-registration difficult or impossible.*

Framingham State University

Board of Trustees Update

Topic: Human Resources
From: Rita P. Colucci, Esq.
Date: January 27, 2011

Faculty Searches

- Eleven (11) ongoing searches
  - Resume review and interviewing currently occurring for seven (7) searches
  - Resume gathering continuing for four (4) searches
- Diversity workshop for search committees scheduled for November 29, 2010

Collective Bargaining Agreement Increases

- Association of Professional Administrators (APA) will receive a salary increase in their next pay check. This is the second of three consecutive year increases for the APA; other units will receive their second collective bargaining increase in June 2011.

Diversity Efforts

- Work commenced on the development of a five year strategic plan
- Faculty attending conferences for recruitment purposes
- Six (6) of twenty-three (23) hires since July 1, 2010 are from underrepresented groups (26%)

Training Initiatives - Future trainings/webinars planned are:

- Preventing and Addressing Discrimination in the Workplace
- Email Etiquette
- Best Practices for Meeting Facilitation
- Conducting Performance Evaluations
- Work/Life Balance webinars

Wellness Programs - Ongoing programs include:

- Personal trainer services at discounted rate
- Yoga for faculty and staff on Monday, Thursdays, and Fridays
- Weight Watchers spring session ongoing
- Book Club monthly meetings: January book - A Fine Balance: A Novel by Rohinton Mistry

OFFICE OF HUMAN RESOURCES
100 State Street, PO Box 9101 Framingham, MA 01701-9101 * T 508-626-4530 F 508-626-4581 * www.framingham.edu

Framingham State University

Board of Trustees Update

Division of Administration, Finance, and Information Technology

Dr. Dale Hamel, Senior Vice President

January 27, 2011

I. Trustee Action Item

a. Investment Policy Proposed Revision

Cash Management and Investment Policy Revision Approval ATTACHMENT 7

- Requested revision to the University's Investment Policy by Eaton Vance Investment Counsel (request and rationale attached)

II. Trustee Discussion Items

i. FY2011 Mid-Year Investments Performance Review ATTACHMENT 8

ii. Summary of year-to-date performance provided for:

- MMDT (Cash Management - State Treasurer Account)
- CommonFund (Contingency Funds - Index Funds)
- Eaton Vance (Core Investment – Active Management)
- Boston Trust (Core Investment – Active Management)

b. Science Project Financing Update ATTACHMENT 9

i. Build America Bond Issuance completed 12/09/10

- $10M construction funding; $11M with debt service reserve
- 25 year deferred amortization term bonds
- 4.185% Interest Cost (prior to debt service reserve earnings)
  a. At 2.0% reserve earnings, net interest cost approx. 4.0%

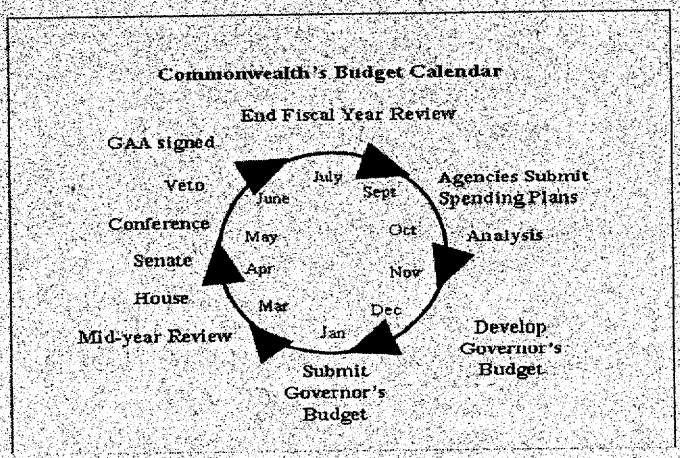
c. Science Project Update ATTACHMENT 10

i. Final Program and Concept Design complete

ii. DCAM Design Selection Board meeting scheduled for continuation

d. FY2011 Governor's Budget ("House 1") Recommendation Anticipated Handout

i. FY2011 Budget Development Process (House 1 expected Jan. 26)



e. Administration and Finance Mid-Year Update

ATTACHMENT 11

Framingham
State University

Framingham State University

Request for Trustee Action

Date: January 27, 2011

Subject: Cash Management and Investment Policy Revision Approval

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RESOLUTION

The Framingham State University Board of Trustees (the "Trustees") hereby approve the attached revised (as highlighted) Cash Management and Investment Policy.

June 2, 2010

FRAMINGHAM STATE COLLEGE
Cash Management and Investment Policy

AUTHORITY
Massachusetts General Laws Chapter 15A provides that the Framingham State College Board of Trustees (BOT) has the authority to establish and manage trust funds. A concurrent responsibility of the management of the funds is the thoughtful investment of trust monies. This Cash Management and Investment Policy is intended to guide the Trustees and the College Administration in the investment of designated cash balances held in College trust accounts.

OBJECTIVE
To establish and maintain an investment portfolio which is designed to provide for the College's cash flow requirements and principal growth of certain funds balances. The basic objectives of the Cash Management and Investment Policy are:

1. Safety of principal
2. Liquidity for operating needs
3. Return on Investment
4. Diversification of risk

POLICY
The Framingham State College Cash Management and Investment Policy applies to locally held funds as identified in Appendix A. The policy specifically excludes federal or other specifically restricted allocations. All funds are accounted for in the College's financial reports.

The cash and investment balances of the College are classified as: 1) Bank Balances, 2) Operating/Liquidity Fund, 3) Contingency Requirements Fund, and 4) Core Investment Fund.

Bank Balances are funds used to meet immediate cash flow needs for operations and are often required as part of minimum balance requirements for bank services provided. The purpose of the Operating/Liquidity Fund is to provide sufficient cash to meet the ongoing financial obligations of the College in a timely manner including the ability to meet expenses that may result from most unanticipated events. The Contingency Requirements Fund aims to produce returns greater than Operating/Liquidity Fund balances while allowing for reasonable conversion to meet extraordinary expenses that may arise. The Core Investment Fund is a dedicated fund to meet specific strategic investment goals of the College.

INVESTMENT INSTRUMENTS AND MATURITIES
1. Bank balance funds are held predominantly in interest-bearing checking accounts. Where account activity and balances warrant, fund balances may be deposited in money market accounts.

2. The maturities of the Operating/Liquidity Fund shall generally not exceed one (1) year; provided however, upon review of the BOT Investment Committee, the College's Chief Financial Officer may invest in maturities beyond one year if such investment is determined, after review of ongoing financial obligations and cash flow requirements, to be consistent with the objectives of the portfolio and in the best interest of the College. Operating/Liquidity Fund balances will be deposited with the State Treasurer in the Massachusetts Municipal Depository Trust account or similar accounts.

3. The maturities of the Contingency Requirements Fund may exceed one (1) year, provide however, that such maturities consider potential cash flow and liquidity requirements arising from unanticipated events. Contingency Requirements Funds balances will be deposited in the Common Fund Short-Term and Intermediate-Term accounts or similar vehicles upon approval of the BOT Investment Committee.

4. Core Investment Fund will be actively managed by a professional fund manager as selected by the BOT Investment Committee. Investment parameters will be governed by statute and this Cash Management and Investment Policy.

5. The portfolio will maintain liquidity sufficient to meet operating needs.

6. All investments will be held in U.S. dollars.

7. Eligible Investments for Bank Balances Funds, Operating/Liquidity Fund, Contingency Requirements Fund and Core Investment Fund:

A. Bank Balances may be deposited in:
   a. Interest Bearing Checking Accounts
   b. Money Markets

B. Operating/Liquidity Fund for investment in the portfolio shall be limited to:

a. Obligations issued by the U.S. Treasury
b. Obligations issued by U.S. Federal Agencies
c. Obligations of banks for:
    1) bankers acceptances
    2) certificates of deposit
    3) time deposits
d. Repurchase agreements secured by U.S. Treasury and U.S. Federal Agencies
e. Municipal securities
f. Commercial paper
g. Vehicles approved by the State Treasurer for MMDT holdings
h. Eligible Investments allowable for Bank Balances Funds

C. Contingency Requirements Fund and Core Investments Fund for investment in the portfolio may include:
    a. Corporate mortgage and asset-backed securities
    b. Corporate equities
    c. Mutual Funds
    d. Eligible Investments allowable for Operating/Liquidity Funds

All Bank Balances and Contingency Fund holdings will be of high credit quality. Core Investment Fund holdings will be predominantly of high credit quality with below investment grade securities limited to no more than 10% of fund assets managed by individual investment managers. Further, Massachusetts General Laws contain directives regarding standards of conduct and authority that apply, under general principles of law, to trustees in their management of trusts. These broader standards obligate a trustee "to conduct himself faithfully and to exercise a sound discretion, and to be enlightened by observance as to how men of prudence, discretion, and intelligence manage their own affairs, not in regard to speculation but in regard to the permanent disposition of their funds, considering the probable income as well as the safety of the capital." A trustee, in other words, has a duty to make the trust property productive and to use due care in maintaining a proper trust portfolio.

The general allocation of Bank Balances, Operating/Liquidity Fund, Contingency Requirements Fund, and Core Investments Fund is specified in Appendix A.

DELEGATION OF AUTHORITY

Management responsibility for the investment program is hereby delegated to the Investment Committee of the Board of Trustees which shall operate the investment program consistent with this approved investment policy. The Investment Committee shall consist of at least three trustees that shall be appointed by the Chairman of the Board. The College's Chief Financial Officer and the College's Director of Financial Services will be a non-voting members of the Investment Committee. The Investment Committee shall elect a Chair. A majority vote of the Investment Committee is required to execute business in accordance with this approved investment policy.

The Chief Financial Officer is authorized to invest, or instruct the Director of Financial Services to invest, the College's funds within the guidelines established by this policy or as directed by the Investment Committee.

ETHICS & CONLICT OF INTEREST

Trustees, officers and employees of Framingham State College involved in the investment process shall refrain from personal business activities that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

REPORTING

The Chief Financial Officer shall periodically submit to the Investment Committee an investment report which summarizes investment activity and detail. Said report shall be in a format as prescribed by the Investment Committee. The Investment Committee shall meet at least annually. The Chairman of the Investment Committee may call additional meetings as necessary

DIVERSIFICATION

It is the policy of Framingham State College to diversify its investments between growth and income instruments that are reflective of market returns and conditions. The Investment Committee may establish strategies and guidelines for the percentages of the total portfolio that may be invested in securities other than repurchase agreements, treasury bills or insured/collateralized certificates of deposit.

SAFEKEEPING AND CUSTODY

Framingham State College investments shall be secured through third-party custody and safe keeping procedures. Bearer instruments shall be held only through third-party institutions.

Eaton Vance
Investment Counsel

Eaton Vance Investment Counsel
Two International Place
Boston, MA 02110
(617)482-8260
www.eatonvancecounsel.com

November 4, 2010

Dr. Dale M. Hamel
Senior Vice President, Administration & Finance
Framingham State University
100 State Street – P.O. Box 9101
Framingham, MA 01701-9101

Dear Dale:

We hope you are well. We are writing to request your approval for the purchase of fixed income investment classes that are currently not approved in your current investment policy statement. Currently your investment policy gives Eaton Vance the freedom to invest in individual bonds and bond mutual funds with the caveat that "all holdings will be of high quality", which we define as investment grade or better. We believe in the current interest rate environment investors need to increase their fixed income diversification. In order to improve the risk-adjusted returns, we would like to request approval for investments that fall below investment grade. We are requesting approval of three additional fixed income investment strategies: (1) floating rate bank loans, (2) high yield fixed income and (3) below investment grade securities. We would like to request permission to purchase a limited amount of individual securities that our analysts feel strongly about, but that are rated as below investment grade by the ratings agencies. Although interest rates, which sit at generational lows, may remain low for awhile, we believe that now is the time for investors to start to plan for potentially higher inflation and higher interest rates. As such, we believe it would be in the best interests of your portfolio to consider additional investment alternatives.

Floating-rate loans offer an alternative from fixed-rate holdings, thanks to the structural diversity inherent in the loans' floating coupon rates. With greater yield per unit of duration than virtually all other fixed-income asset classes, loans can serve to reduce interest-rate risk, while not significantly impacting income. The Eaton Vance floating rate bank loan funds use senior bank loans that have been securitized but are below investment grade. The loans' senior and secured structure, floating-rate nature and historically low correlation to traditional investments make the asset class attractive for asset allocation, particularly in a rising interest rate environment. I have attached a recent white paper written by our floating rate team. We would request a target allocation of 5% of the fund assets to the floating rate bank loan class.

High-yield corporate bonds typically offer interest payments that are higher than many other bond market investments and have historically been shown to be less sensitive to rising interest rates. We believe a disciplined investment manager can add value to your portfolio by adhering to the principles of bottom-up, credit oriented research in the debt markets. We believe superior risk-adjusted returns can be achieved in high yield credit by relying on fundamental analysis and unlevered asset valuation. Through diversification and superior credit analysis, we believe we can reduce our exposure to the damaging effects of high defaults and low recoveries. We are requesting a target allocation of 5% of the fund assets to high yield bond mutual funds.

We also request permission to purchase a limited amount of individual fixed income securities that Eaton Vance research analysts feel strongly about that are rated below investment grade by the ratings agencies. We feel we can add to returns by identifying companies that are misunderstood by the ratings agencies or that are on the cusp of a ratings upgrade to investment grade. As an example we are now finding value in certain preferred securities that fall in the upper tier of the non investment grade universe. We are requesting a target allocation of 5% of the fund assets to non investment grade individual securities.

Although we are requesting a target allocation of 5% of assets in each of three asset classes, we would suggest that a limit of 10% of total assets in non-investment grade securities would be appropriate. We have enclosed a report which highlights the importance of diversification within Fixed Income asset classes. Thank you for your consideration of these matters. Please call, if you have any questions, as it would be a pleasure to respond. We look forward to speaking with you soon.

Yours sincerely,

Higher Education Collaborative Investment Team

Duke E. LaFlamme, CFA

David C. McCabe

Robert C. Quinn, CFA

Eaton Vance
Investment Managers

Floating-Rate Loan White Paper April 2010

Floating-Rate Loans: Why This "Anti-Bond" Asset Class May Be More Compelling Than Ever

Scott Page, CFA, Vice President, Portfolio Manager & Director
Eaton Vance Floating-Rate Loan Group

Craig Russ, Vice President & Portfolio Manager
Eaton Vance Floating-Rate Loan Group

Christopher Remington, Vice President & Fixed-Income Product Manager
Eaton Vance Product Strategy Group

Key Takeaways

- Three decades of falling interest rates were a boon for fixed-rate bonds, but today's investors should consider the looming realities of duration and the impact of potential interest-rate risk on portfolios
- Floating-rate loans offer a compelling hedge for fixed-rate holdings, thanks to the structural diversity inherent in loans' floating coupons
- With greater yield per unit of duration than virtually all other fixed-income asset classes, loans can serve to reduce interest-rate risk, while not significantly impacting income
- Aside from the performance anomaly of 2008 and 2009 – a result of the broad financial crisis – the history of the loan market is one marked by consistency of returns, low volatility and solid performance in rising-rate environments
- Loans' senior and secured structure, floating-rate nature and historically low correlation to traditional investments make the asset class critical for asset allocation, particularly in today's low-interest-rate environment

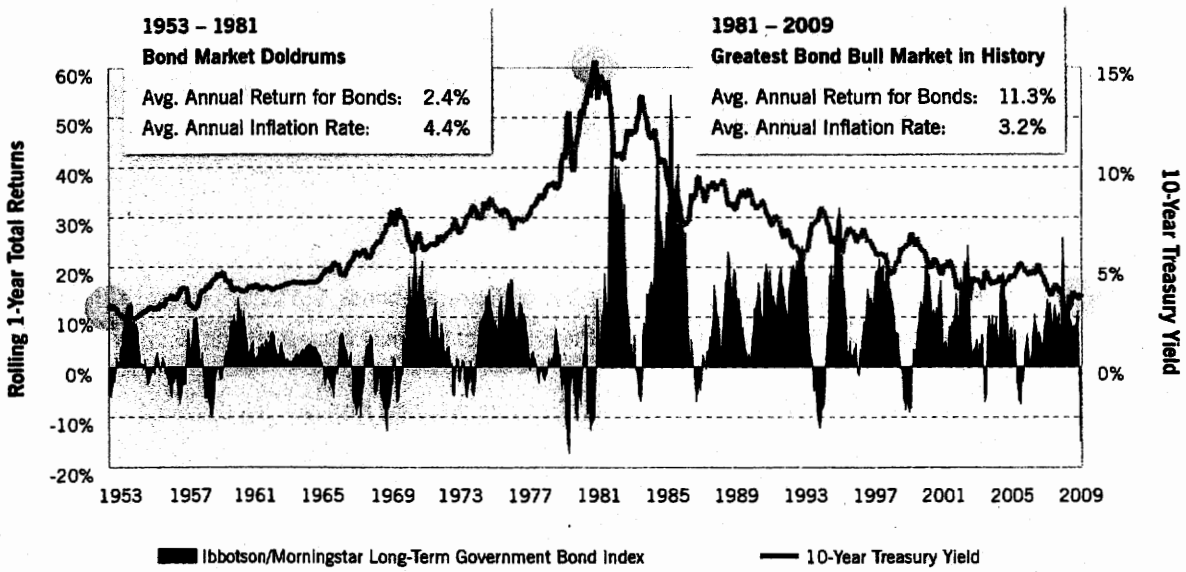
See Page 7 for a Primer on Floating-Rate Loans

The Trend Is Your Friend... Until It Isn't

The history of the bond market is, in a word, bipolar. Since 1953 – the earliest year for which reliable market data is available – the bond market has experienced two distinct performance halves. With 1981 serving as a fulcrum, the 28 years leading up to it were primarily marked by dramatically increasing interest rates – painful for bond investors – while rates generally dropped significantly throughout the 28 years that followed, resulting in what Ibbotson coined "the greatest bond bull market in history." (See Chart 1)

CHART 1: BOND MARKET PERFORMANCE AND TREASURY YIELDS

(Past 56 Years: 1953 – 2009)



Source: Ibbotson/Morningstar and U.S. Department of the Treasury, 1953-2009. See Index Definitions at end of report.

No doubt, it's the latter 28-year period that today's investors remember best. Still, the bond market **did** exist in the era preceding many investors' memories, and learning that history can help investors understand the painful, axiomatic lesson of interest-rate risk: "As interest rates rise, bond prices fall."

Though fixed-income investors had the winds at their backs for the past 28 years, with falling interest rates adding significant capital appreciation on top of bonds' coupon income, the prior 28 years was quite a different experience. Between 1953 and 1981, rising rates generally resulted in falling bond prices that either partially, or, in many cases, more than completely offset coupon income. This resulted in lower total returns overall and more-

frequent and more-severe periods of negative total returns, relative to the more benign "Bull Run" period for bonds. What's more, during these "Bond Market Doldrums," bonds failed to keep pace with inflation.

As 2010 unfolds, bond investors face serious issues. Interest rates finished 2009 near historic lows, at levels eerily similar to those of the early 1950s. Meanwhile, during the past two years, the federal government has spent massively on economic stimulus (potentially inflationary) in an effort to thwart a prolonged recession and improve the chances for renewed economic growth. Taking these factors together, many investors, including these writers, expect that interest rates have but one direction to go: up. Whether the next 28 years will resemble those preceding 1981 is another story, and we don't mean to imply we know the speed or the extent of rising rates that may ensue.

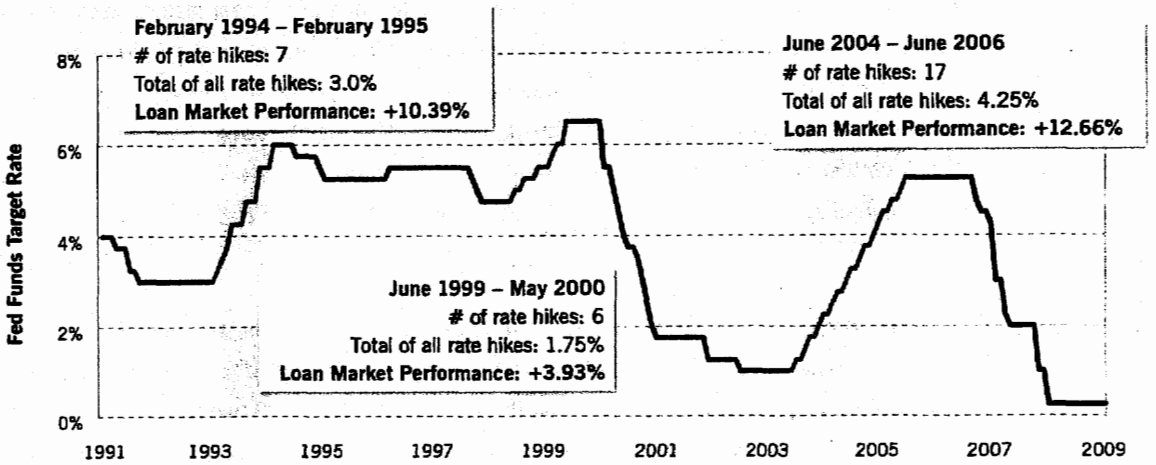
We do know, however, that bond investments are hurt during periods of rising rates, and the table seems to be set for rising rates to some degree. In any event, we think it would be misguided to expect the same type of performance from bonds as was exhibited over the past three decades. As a result, we believe investors should consider alternatives that can help hedge the duration, a measure of interest-rate risk, that's inherent in their bond holdings – and do it now – so their portfolios are well-positioned. Eaton Vance has long considered floating-rate loans an important offset to bonds because their floating coupons offer structural diversity when added to fixed-rate bond portfolios. The sections below discuss the investment case for floating-rate loans. In a world of fixed-rate investing – where prices adjust upward and downward with interest-rate changes – portfolios may benefit from the volatility dampening offered by an investment that provides income that ratchets up and down with interest-rate changes, an important offset to traditional bond holdings.

A History Of Ballast In Rising-Rate Environments

If – or perhaps more appropriately, *once* – the expectation for inflation intensifies, it's likely the Federal Reserve's response will be to raise the fed funds target rate, one of its main monetary policy tools for fighting inflation. That said, it's likely the Fed may be prompted to raise rates even before inflation rears its ugly head. Should the economic picture continue to brighten, including further improvements in economic growth and continued retrenchment in unemployment numbers, we would expect the Fed to raise short-term rates sooner rather than later, effectively "taking their foot off the accelerator." Sometime later, we would expect the Fed to more aggressively "put the brakes" on the economy with even higher rates. While raising short-term rates might help stem inflation and the resultant increases in long-term interest rates that would erode bond prices, rising rates certainly would benefit floating-rate loans. That's because their interest rates float with short-term market rates. And should the market experience inflation and higher long-term interest rates *despite* the Fed's efforts, loans may provide a level of ballast for portfolios, helping to limit investors' downside risk. Chart 2 illustrates how floating-rate loans have performed particularly well during rising-rate environments since the birth of the asset class.

CHART 2: HISTORICALLY, FLOATING-RATE PERFORMS WELL WHEN INTEREST RATES RISE

(History of the Asset Class: 1992–2009)



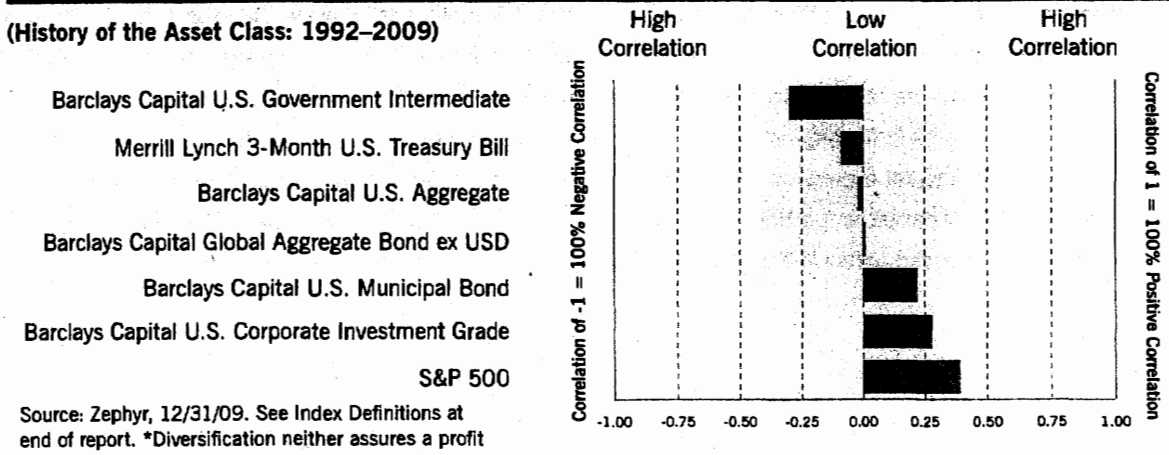
Source: Morningstar/Federal Reserve, 12/31/09. Loan market performance is cumulative and is represened by the Credit Suisse Leveraged Loan Index. See Index Definitions at end of report.

Not Just Structural Diversity; Correlation Benefits, Too

The investment case for floating-rate loans extends well beyond the structural diversity offered by their floating coupons. Well before the advent of absolute return and other alternative strategies, floating-rate loans long served as a low-correlation investment option for diversifying portfolios*. Because floating-rate loans have many unique investment characteristics (discussed in later sections), they often perform differently from the traditional asset classes most common to investment portfolios. Chart 3 shows how floating-rate loans have historically exhibited low correlation with stocks and many fixed-income asset classes, such as government, municipal and investment-grade corporate bonds. Incorporating floating-rate loans into portfolios holding these investments, therefore, may help smooth an investor's overall performance, while potentially improving their risk/return profile.

CHART 3: CORRELATION OF FLOATING-RATE LOANS WITH COMMON INVESTMENTS

(History of the Asset Class: 1992–2009)



Source: Zephyr, 12/31/09. See Index Definitions at end of report. *Diversification neither assures a profit nor guarantees against loss in a declining market.

Yield Without Significant Interest-Rate Duration

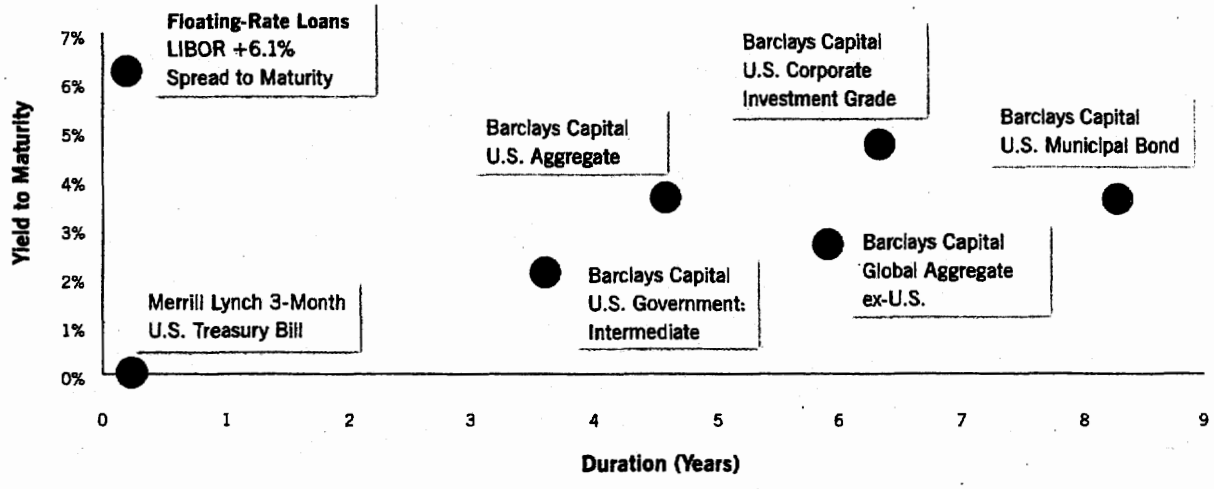
Thanks to their floating coupons, loans do not experience the same type of interest-rate volatility as most other fixed-income investments. As interest rates change, something always has to give. For most bonds, it's price because their coupons are fixed. That's why bond prices fall as interest rates rise, and vice versa. Conversely, prices of floating-rate loans remain largely unaffected by interest-rate changes, because what varies is their income.

As a result, floating-rate loans generally have near-zero interest-rate duration, a standard measure of interest-rate risk. Higher duration levels indicate greater interest-rate risk and, therefore, greater volatility, while a duration of zero suggests an investment should experience no, or very little, performance volatility with changes in interest rates.

In most cases, low duration investments mean sacrificing the opportunity for yield, which is evident in the yields on many short-duration fixed-income investments, such as 3-month Treasury bills. What's unique about floating-rate loans, however, is that they offer a compelling blend of yield and duration. Because they are extended to companies with below-investment-grade credit ratings, loans offer greater yield opportunities, while their floating-rate structure buffers the impact of interest-rate variations. Thus, floating-rate loans provide income potential that's competitive with many longer-duration fixed-income investments, with virtually none of the interest-rate risk. In short, loans offer more *yield per unit of duration* than most fixed-income asset classes, particularly compelling for investors not wishing to sacrifice income to reduce exposure to interest-rate volatility. Chart 4 shows this relative yield and duration relationship.

CHART 4: YIELD AND DURATION TRADEOFF

(Floating-Rate Loans vs. Common Fixed-Income Investments)

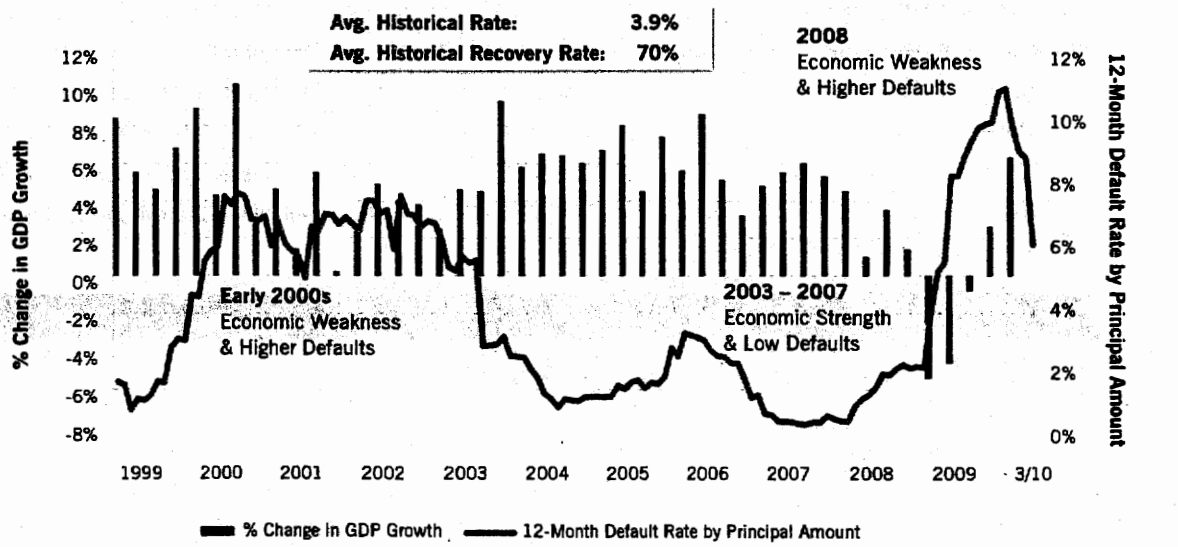


Source: Zephyr, Standard & Poor's LCD, 12/31/09. See Index Definitions at end of report.

Credit Realities

While floating-rate loans provide yield without significant duration, loans *are* exposed to credit risk, and much of the return earned on loans should be thought of as compensation for this particular risk (rather than interest-rate risk). It's certainly a fact that borrowers sometimes do default on loans, and Chart 5 illustrates the historical default rate experienced by the asset class. Default rates generally ebb and flow with the credit cycle and the overall strength of the economy, as issuers are generally under greater financial pressure during periods of economic weakness. This is why the asset class experienced higher default rates in the early 2000s and in 2008, and very low default rates during the stronger economic years between 2003 and 2007. Simply put, defaults tend to be concentrated during recessionary times.

CHART 5: FLOATING-RATE LOAN DEFAULT RATE AND ECONOMIC ACTIVITY



Source: U.S. Department of Commerce, Standard & Poor's LCD, Moody's Investors Service, 3/31/10

Cyclical trends aside, the historical average default rate for loans has been a generally low 3.9%. What's more, because floating-rate loans are senior and secured, recoveries on defaults are normally much higher compared with unsecured debt. In fact, loans have experienced average recoveries of 70% on defaulted loans – compared with only 39% for unsecured high-yield bonds – resulting in significantly lower credit losses for investors. Broadly speaking, the average credit loss on loans over time has been roughly 117 basis points (3.9% defaults, after 70% recoveries).

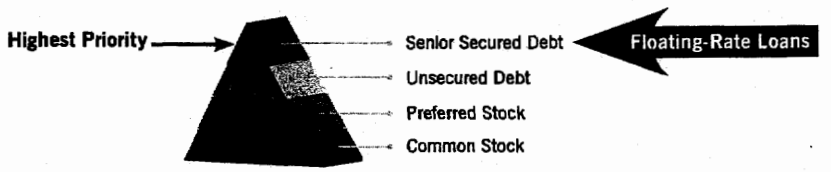
We believe the risks fixed-income investors should consider most seriously vary with market cycles. In periods of improving economic conditions, exposure to credit risk is often rewarded (and vice versa), and the current environment seems to favor taking credit risk over interest-rate risk. The time to worry less about interest rates and more about credit risk is in periods of economic decline (i.e., think 2008). This is all the more reason to consider floating-rate loans today, as economic conditions and corporate fundamentals have been improving, while interest rates remain unsustainably low.

Back To Basics: A Floating-Rate Loan Primer

A floating-rate loan is a loan made by a financial institution to a corporate borrower with a credit profile that is below investment grade. Most firms financing with floating-rate loans are significant in size and scale, and many are familiar household names. Companies may undertake floating-rate loans to finance a recapitalization, acquisition or refinancing. Having provided the money to finance the loan, the financial institution then sells "loan assignments" to investors, such as floating-rate loan mutual funds, providing access to the asset class. Loans are called "floating rate" because their coupon rates reset regularly (i.e., float) to maintain a fixed spread over widely accepted floating-rate base rates. Loans are also often referred to as "senior and secured," because they typically have the highest priority of claims in an issuer's capital structure and are secured by specific collateral. Below is a brief discussion of these three important characteristics:

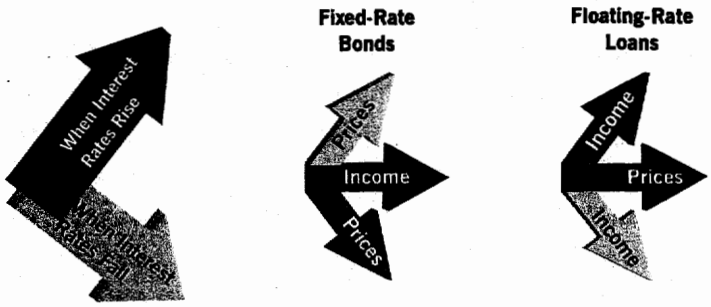
Loans are senior and secured. Typically, floating-rate loans hold the most senior position in a borrower's capital structure. This is important to loan investors because loans normally provide for the highest priority of claims on a borrower's cash flows and assets in the case of a default. Loans most often achieve this seniority by being "secured" by specific assets and/or stock pledged as collateral.

Capital Structure Of A Company



Loans have floating interest rates. As their name suggests, loan interest rates float, providing a fixed spread over a widely accepted variable rate such as LIBOR (London Interbank Offered Rate). Since the rate on most loans resets about every 40-50 days, on average, investors benefit from a level of protection from interest-rate risk because if rates rise, the base rate on loans resets to a higher interest payment, while there is little, or no, change in the loans' prices. The reverse is true with fixed-rate bonds.

Impact Of Interest Rates On Fixed-Rate Bonds And Floating-Rate Loans

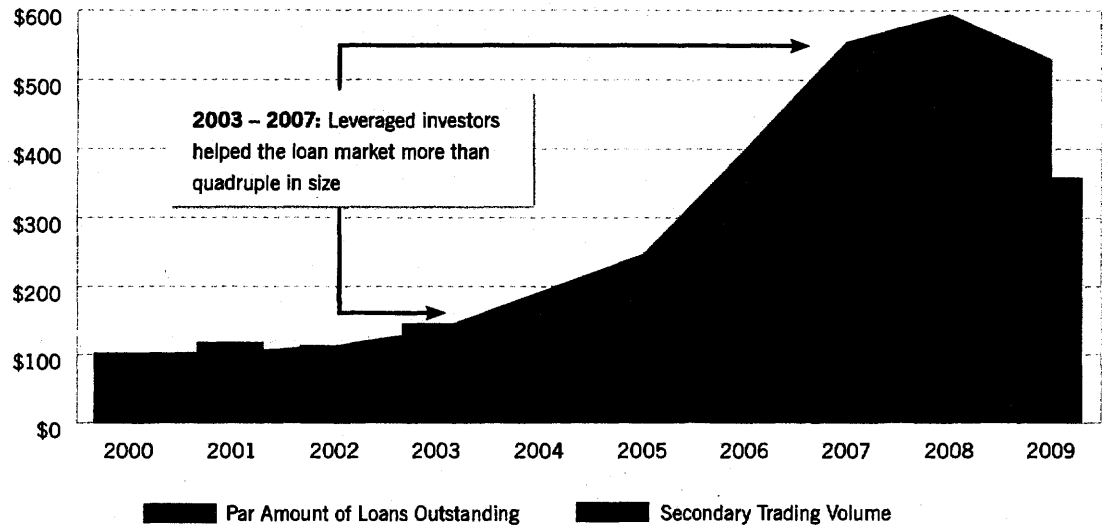


History Of The Floating-Rate Loan Asset Class

Floating-rate loans were introduced in the commercial banking arena in the early 1980s, as financial institutions made variable-rate loans to companies seeking more-attractive financing opportunities than those found in the traditional equity and high-yield bond markets. Lenders held these loans on their balance sheets and marked them on their books at par value. This rather opaque pricing and a secondary market offering limited liquidity for the loans deterred any significant investor participation in the market. By the late 1980s, however, large money center banks saw the demand potential for loans from insurance companies, institutional investors, mutual funds, structured vehicles and hedge funds, and lenders began selling loan participations to these emerging pockets of demand. With a growing secondary market came greater liquidity and more-accurate pricing, which helped attract growing institutional involvement in the marketplace. This trend continued into the 1990s as regulators brought improved transparency to the loan market with the mandate of mark-to-market pricing, a practice that continues today.

The total size of the loan market in the U.S. reached nearly $600 billion by the end of 2008, helped by robust new issue loan volume beginning in the late 1990s and continuing throughout most of the 2000s, particularly from 2003 onward. While the size of the loan market dipped in 2009 – largely due to significant high-yield bond issuance, which refinanced some outstanding loans – the loan market today remains significant in its size and scale, and growing secondary trading volume has helped assure market liquidity. Chart 6 illustrates the growth of the loan market and secondary trading activity, a good indicator of liquidity, over the past 10 years.

CHART 6: PAR AMOUNT OF LOANS OUTSTANDING & SECONDARY TRADING VOLUME ($B)



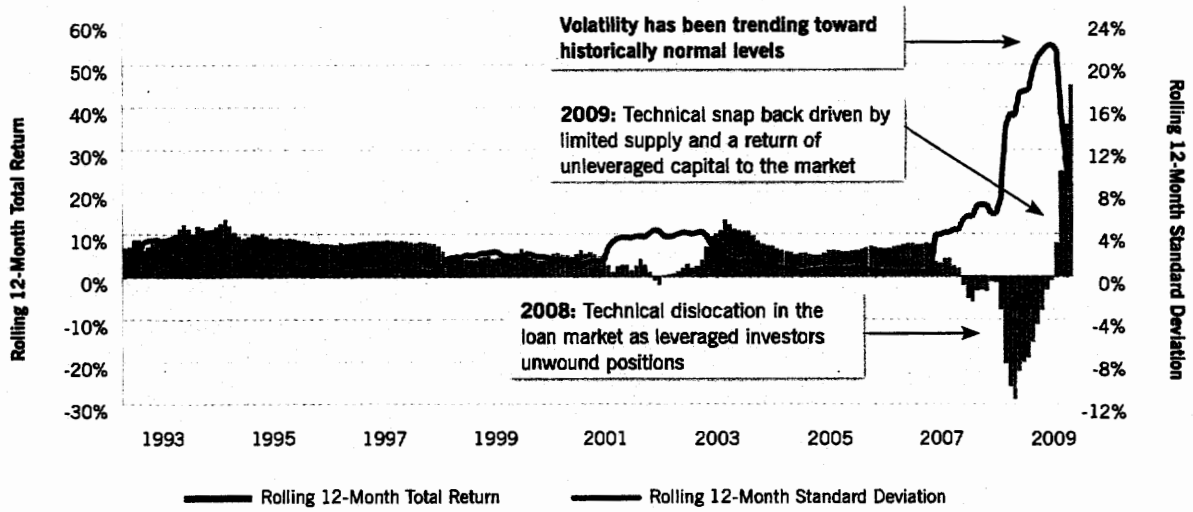
Source: Standard & Poor's Leveraged Commentary & Data, Reuters Loan Pricing Corporation, 12/31/09.

A Long, (Mostly) Stable History Of Performance

From 1992 through the middle of 2007, nearly 16 years, floating-rate loans displayed a performance pattern – as tracked by the Credit Suisse Leveraged Loan Index – that, broadly, was stable, perhaps even predictable. Loans had earned mainly positive, single-digit returns over the life of the asset class. In 2008 and 2009, however, performance was anything but stable and predictable. Loans plummeted nearly 30% in 2008, primarily in the fourth quarter, only to gain more than 50% return in 2009. In the long run, we believe this two-year "hiccup" for the loan market will largely be viewed as "an asterisk" in the long and stable history of the asset class, chiefly the result of systemic technical issues rather than any fundamental problem with floating-rate loans.

CHART 7: ROLLING 12-MONTH PERFORMANCE AND VOLATILITY FOR FLOATING-RATE LOANS

(History of the Asset Class: 1992 – 2009)



Source: Morningstar, 12/31/09. Loan market performance is cumulative and is represented by the Credit Suisse Leveraged Loan Index. See Index Definitions at end of report.

To understand the root causes of the 2008/2009 volatility, we need to look back a few years. Between 2003 and 2006, interest rates were exceedingly low, while liquidity and capital access were especially high. Many investors entering the loan market began to leverage their investment dollars to enhance their returns in what had been a relatively modest-but-stable-return asset class. In this way, loans' legacy of stability actually worked against itself, as it attracted a proliferation of new leveraged structures such as collateralized loan obligations (CLOs) and collateralized debt obligations (CDOs), as well as the development of credit default swaps (CDS) and total return swaps (TRS). Many of these investments entailed leverage, and it was not uncommon to see leverage of 8x-12x the invested capital. From 2003 to 2007, the asset class more than quadrupled in size, with at least half of this growth emanating from the demand from these leveraged investors.

In response to the growth in demand it was creating, Wall Street planned for robust new loan issuance in 2007 and 2008, which it brought to market at about the same time the broad credit crisis began to appear. As a result, the six quarters from the second half of 2007 through all of 2008 were set aflame by the technical powder keg of excess supply, highly leveraged investors, a quickly tightening credit environment and a rush to risk aversion. This, of course, occurred in some form or fashion across the globe, in almost all asset classes involving risk.

The rest, as they say, is history. The Great Global Deleveraging ensued, which caused a near-collapse of the world's largest financial markets and pushed most global economies into a deep recession. In the market for floating-rate loans, loans were dumped *en masse* by leveraged vehicles that were facing both margin calls and an outright retraction of leverage from the prime brokers who had extended it. At the same time, a new-issue supply glut of more than $250 billion sat on the books of Wall Street underwriters, who were unable to distribute the loans thanks to dwindling demand, reduced risk appetite and quickly unwinding leveraged positions. As a result, loan prices, which started 2008 around 97 (par value of 100), fell to a technically driven nadir in the low 60s by mid-December – despite credit issues being largely contained. The doomsday default rates predicted by some prognosticators never transpired.

By the end of 2008, most of the fragile leverage had been squeezed out of the system, and unleveraged capital began flowing back into the asset class to take advantage of the seemingly unique buying opportunity in floating-rate loans. With buyers entering the market and very few sellers left, prices began to recover at the start of 2009. A virtually non-existent new-issue market for loans, as well as a quickly ballooning rebound in high-yield bond issuance, also contributed to the recovery. Much of the high-yield issuance was used to repay outstanding loans, reducing the number of loans outstanding, while strong investor inflows put important cash into managers' hands, which was used to invest in the secondary loan market, further bolstering prices. By the end of 2009, the recovery of the asset class was near complete, with the average loan price hovering around 93 and the majority of technical distress in the rear-view mirror.

Though investment in the asset class was strong in 2009, what has not returned in any meaningful way is the leverage that created this volatility in the first place. While history has shown that capital markets can be prone to repeating mistakes, we believe the pain and losses felt by investors, managers and prime brokers will be burned into their memories for a long time. What's more, it's clear that the systemic risk created by leverage in the financial markets is in the crosshairs of global financial regulators, and we certainly hope to see the headway needed to prevent this type of systemic risk from returning to the floating-rate loan market.

Conclusion: Floating-Rate Loans In Today's Investment Portfolios

We believe the investment case for floating-rate loans is as strong as it's ever been, albeit more timely in light of today's interest-rate environment. Loans offer investors the structural diversity of floating-rate coupons and can provide an important portfolio allocation tool that may reduce volatility if interest rates rise. The table certainly seems to be set for higher rates, and loans can serve as an important hedge should bonds ultimately suffer from the perils of duration.

Aside from the performance anomaly of 2008 and 2009, the history of the loan market is one marked by consistency of returns, low volatility and solid performance in rising-rate environments. Combined with their senior and secured structure, historically low correlation to traditional investments and their floating-rate nature, we believe loans are an important asset allocation tool, one that we consider appropriate for nearly every investor's portfolio.

About Eaton Vance Floating-Rate Loan Group

Eaton Vance is a pioneer in the management of floating-rate loans. We launched one of America's first floating-rate loan mutual funds in 1989 and have developed one of the largest and most experienced floating-rate loan investment teams in the industry. Today, we manage more floating-rate loan mutual fund assets than any other manager, and no other investment firm offers more floating-rate loan mutual funds or share class options for investors. (Source: Strategic Insight, 12/31/09).

At Eaton Vance, our time-honored pillars of floating-rate loan investing are rigorous credit research, diversification* and investment prudence. All Eaton Vance floating-rate loan funds provide investors with broad exposure to the floating-rate loan asset class and the structural portfolio diversity that loans may provide. Managed by seasoned portfolio managers and backed by Eaton Vance's dedicated credit research capabilities, the Eaton Vance family of floating-rate loan funds may be a solid choice for investors considering an investment in the asset class.

About Eaton Vance

Eaton Vance is one of the oldest investment management firms in the United States, with a history dating to 1924. A premier provider of investment management and advisory services to institutional and retail clients around the world, we offer a long-term approach to managing money and an uncompromising commitment to integrity and quality. The Company's long record of providing exemplary service and attractive returns through a variety of market conditions has made Eaton Vance the investment manager of choice for many of today's most discerning investors. For more information about Eaton Vance, visit www.eatonvance.com.

*Diversification neither assures a profit nor guarantees against loss in a declining market.

Index Definitions

Barclays Capital U.S. Aggregate Index: Represents securities that are SEC-registered, taxable, and dollar denominated. The index covers the U.S. investment grade fixed rate bond market, with index components for government and corporate securities, mortgage pass-through securities, and asset-backed securities.

Barclays Capital U.S. Government Intermediate Index: Represents intermediate-maturity government securities within the Barclays Capital U.S. Aggregate Index.

Barclays Capital U.S. Corporate Investment Grade Index: Represents investment-grade corporate securities within the Barclays Capital U.S. Aggregate Index.

Barclays Capital U.S. Municipal Bond Index: Represents a rules-based, market-value-weighted index engineered to track the broad U.S. municipal bond market.

Barclays Capital Global Aggregate ex-U.S. Index: Represents a broad-based measure of the global investment-grade fixed income markets, excluding U.S. securities.

Credit Suisse Leveraged Loan Index: Represents the investable universe of the U.S. dollar denominated leveraged loan market.

Merrill Lynch U.S. 3-Month U.S. Treasury Bill Index: Represents an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The views expressed in this report are those of the Eaton Vance personnel identified and are current only through the date stated at the top of this page. These views are subject to change at any time based upon market or other conditions, and Eaton Vance disclaims any responsibility to update such views. These views may not be relied upon as investment advice and, because investment decisions for Eaton Vance are based on many factors, may not be relied upon as an indication of trading intent on behalf of any Eaton Vance fund or product.

ABOUT RISK: Below-investment-grade debt obligations are considered speculative because of the increased credit risk of their issuers. Economic and other market events may reduce demand for certain senior loans. Loans and other debt securities are also subject to the risk of increases in prevailing interest rates, although floating-rate securities are less susceptible to this risk than other fixed-rate obligations. Generally, bond values will decline as interest rates rise. However, because floating rates on senior loans only reset periodically, changes in prevailing interest rates can be expected to cause some fluctuation in price. Similarly, a sudden and significant increase in market interest rates, a default in a loan or a material deterioration of a borrower's creditworthiness may cause a decline price. Although senior floating-rate loans are generally collateralized, there is no guarantee that the value of collateral will not decline, causing a loan to be substantially unsecured. No active trading market may exist for many loans, and some loans may be subject to restrictions on resale, which may also prevent obtaining the full value of a loan when sold.

Why Eaton Vance?

Eaton Vance provides investment solutions to individuals and institutions, guided by the principles of fiduciary responsibility and our deep experience.

Since its founding in 1924, Eaton Vance has held fast to Charles Eaton's belief that "a well-rounded investment management organization is not engaged in a guessing game with other people's money. It is doing a highly specialized professional job, endeavoring to apply knowledge, judgment and decisiveness in action."

The Company's long record of providing exemplary service and attractive returns through a variety of market conditions has made Eaton Vance the investment manager of choice for many of today's most discerning individual and institutional investors.

The Value of a Financial Advisor

Meeting your financial goals tomorrow may well depend on investment decisions you make today. No one appreciates how serious these considerations are more than your professional investment advisor. With a skilled and responsive advisor, you have someone you can depend on for advice tailored to your specific needs – today, and in the years to come.

Before investing, prospective investors should consider carefully the Fund's investment objective, risks, charges and expenses. The Fund's current prospectus or summary prospectus, if available, contains this and other information about the Fund and is available through your financial advisor. Read the prospectus carefully before you invest or send money.

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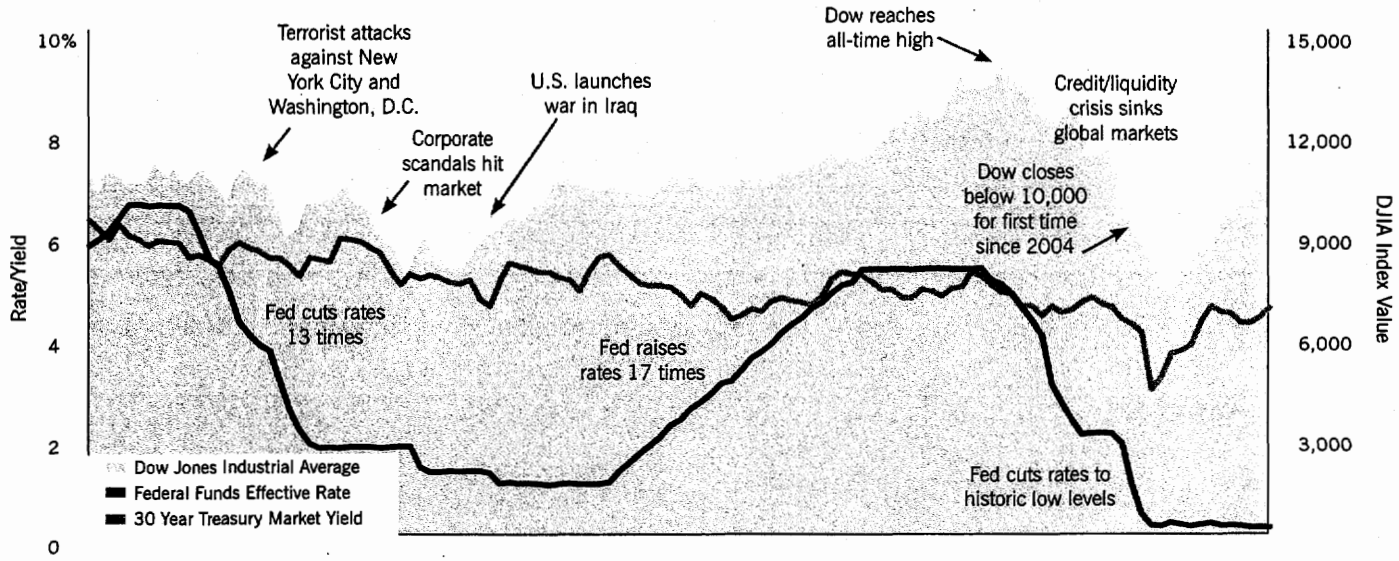
EatonVance
Investment Managers

Diversification is Not Just for Equities

No one can say for certain which sector of the bond market will perform best. Diversification across bond sectors greatly improves the chances of having exposure to the best-performing bonds in the best-performing markets.



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Best	Treasuries 13.51					Floating-Rate Loans 5.08			Treasuries 13.74	
	Municipal Bonds 11.69	Mortgage-Backed Sec. 8.22	Treasuries 11.79			Municipal Bonds 3.53		Treasuries 9.01		
	Mortgage-Backed Sec. 11.17	Treasuries 6.75		Floating-Rate Loans 9.97		Treasuries 2.78	Floating-Rate Loans 6.77	Mortgage-Backed Sec. 6.90	Mortgage-Backed Sec. 8.34	
		Municipal Bonds 5.13	Municipal Bonds 9.60		Floating-Rate Loans 5.17		Mortgage-Backed Sec. 5.23		Municipal Bonds -2.47	Municipal Bonds 12.91
	Floating-Rate Loans 4.99		Mortgage-Backed Sec. 8.74	Municipal Bonds 5.32	Mortgage-Backed Sec. 4.70	Mortgage-Backed Sec. 2.62	Municipal Bonds 4.85	Municipal Bonds 3.37		Mortgage-Backed Sec. 5.89
				Mortgage-Backed Sec. 3.05	Municipal Bonds 4.47					Global Bonds 3.93
Worst				Treasuries 2.25	Treasuries 3.54		Treasuries 3.09	Floating-Rate Loans 2.00	Floating-Rate Loans -29.10	Treasuries -3.57

Ranked in Order of Performance

Source: Zephyr and Factset, as of December 31, 2009. Past performance is no guarantee of future results. U.S. Treasuries measured by Barclays Capital U.S. Treasury Index, which includes public obligations of the U.S. Treasury. Mortgage-Backed Securities measured by Barclays Capital Mortgage-Backed Securities Index, which is composed of all fixed securities mortgage pools by GNMA, FNMA and the FHLMC. Investment-Grade Corp. Bonds measured by Barclays Capital U.S. Credit Bond Index, which is composed of all publicly issued, fixed-rate, nonconvertible, investment-grade corporate debt rated at least Baa by Moody's Investors Service. High-Yield Bonds measured by the Merrill Lynch U.S. High Yield Index, which tracks the performance of below-investment-grade U.S. dollar-denominated corporate bonds publicly issued in the U.S. market. Municipal bonds are measured by the Barclays Capital Municipal Bond Index, an unmanaged index that is a broad measure of performance of investment-grade municipal bonds with maturities of at least one year. Floating-Rate Loans measured by the Standard & Poor's/Loan Syndication and Trading Association Index, which represents a broad cross section of leveraged loans syndicated in the U.S., including dollar-denominated loans to overseas issuers. Global Bonds represented by J.P. Morgan Global Government Bond Non-U.S. Index, the standard foreign securities index used to represent major government bond markets. All the indexes are unmanaged. It is not possible to invest directly in an index. Diversification does not guarantee a profit or eliminate the risk of loss.

Framingham State University
Mid-Year Investment Funds Balances and Performance Update

FY2011 Mid-Year Balances & Six Month Returns

FY2011 (Updated January 1, 2011) Mid-Year Balances and Investments Allocations
(numbers in parentheses note allocation between equities/bonds/cash/alternatives)

MMDT balance compared at fiscal year end	Oper/Liqtty Fund	Contingency Fund		Core Investment Fund		
	MMDT	Commonfund	Commonfund	Boston Trust	Eaton Vance	Total
	(MMDT Fund) (0/0/100)	(Intermediate Fund) (0/100/0)	(Index Funds) (60/40/0)	(Active Funds) (60/40/0)	(Active Funds) (50/40/0/10)	
Continuing Education Trust Fund	$1.6			$0.7		$2.3 Million
College Operations Trust Fund	$2.6		$1.1		$1.1	$4.8 Million
General Purpose Trust Fund	$2.9	$1.7	$1.1	$6.6	$2.2	$14.5 Million
Total	$7.1	$1.7	$2.2	$7.3	$3.3	$21.6 Million
Percent of Total	33%	8%	10%	34%	15%	
Six Month Return Rate:	0.3%	1.1%	9.8%	15.9%	9.8%	8.1%
Weighted Benchmark	*0.3%*	*1.3%*	*9.8%*	*9.8%*	*9.8%*	*6.0%*

EV not fully invested until September 2010

Investment Options and Allocations	Firm		Current Allocation	
Alternatives (REITS, Commodities)	Eaton Vance (50/40/10)	EV: $0.3	$0.3	1%
Equity - Active Management	B.T. (60/40), E.V. (50/40/10)	EV: $1.8M; BT: $4.6M	$6.4	30%
Equity - Index	Commonfund (60/40)	CF: $1.4	$1.4	6%
Bond - Funds	C.F. (0/100), B.T. (60/40), E.V. (50/40/10)	CF: $1.7M; EV: $1.2M; BT: $2.7M	$5.6	26%
Bond - Index	Commonfund (60/40)	CF: 0.8	$0.8	4%
Cash Management	MMDT	MMDT: $7.1M	$7.1	33%
			$21.6	100%
Equities and Alternatives			$7.9	38%
Bonds			$6.8	30%
Cash and Cash Equivalents			$7.1	33%

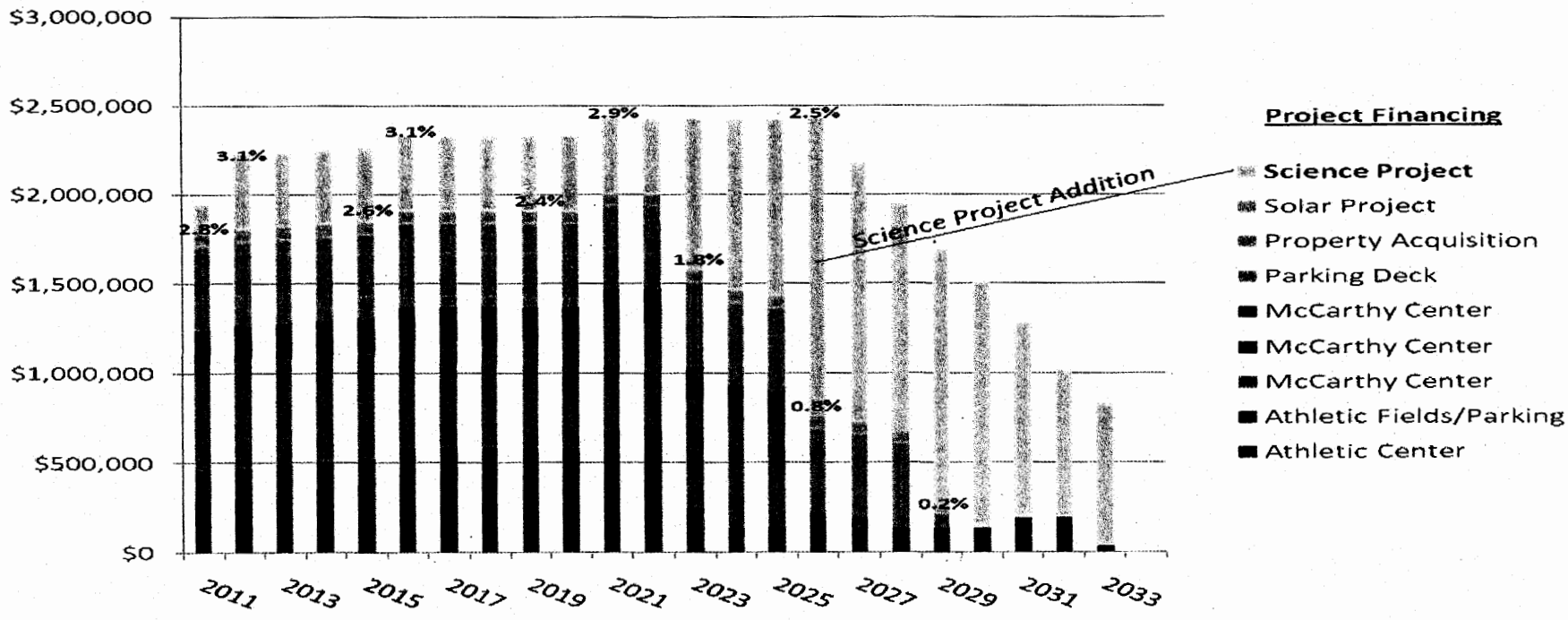
Benchmarks	Six Month Returns	60/40 W. Avg.
Standard and Poor's 500 Index	15.4%	9.8%
Barclays Govt Credit Bond Index	1.3%	
Treasury 12 Month Bond Average	0.3%	

FSU Annual Debt Service Schedule – 25 year Science Project Issuance Maturity; Term Bonds

Including additional financing for Science Project ($10M)

(Percentages indicate anticipated Debt Burden Ratio – FSU Debt Policy Ceiling is 5.0%)

TIC Interest Rate: 4.185%



FSU Outstanding Debt

Year	Term	FY2010 Rate	Fixed/Var	Agency	Project	Principal Outstanding
1998	25	0.88%	Variable	HEFA	Athletic Center	$5,630,248
2003	30	4.59%	Fixed	MSCBA	Athletic Fields/Parking	$2,070,000
2005	20	3.82%	Fixed	MSCBA	McCarthy Center	$6,700,000
2006	20	4.17%	Fixed	MSCBA	McCarthy Center	$1,409,870
2008	20	3.88%	Fixed	MSCBA	McCarthy Center	$846,903
2009	20	3.93%	Fixed	MSCBA	Parking	$5,843,300
2009	20	4.51%	Fixed	MSCBA	Property Acquisition	$664,506
2010	15	3.50%	Fixed	Mass. Dev.	Solar Project	$177,705
Total						$23,342,532
2011 BAB Issuance						
2011	**25**	**4.185%**	**Fixed**	**MSCBA**	**Science Project**	**$11,095,000**

(prior to reserve earnings; at 2% earnings net interest costs would be approximately 4.0%)

All Debt Weighted Avg: **3.55%** {Fixed Rate Debt Weighted Average: 4.0%}

Variable Debt Annual Rate Range: 0.9%-4.5%; 12 Year Average: 2.75%.

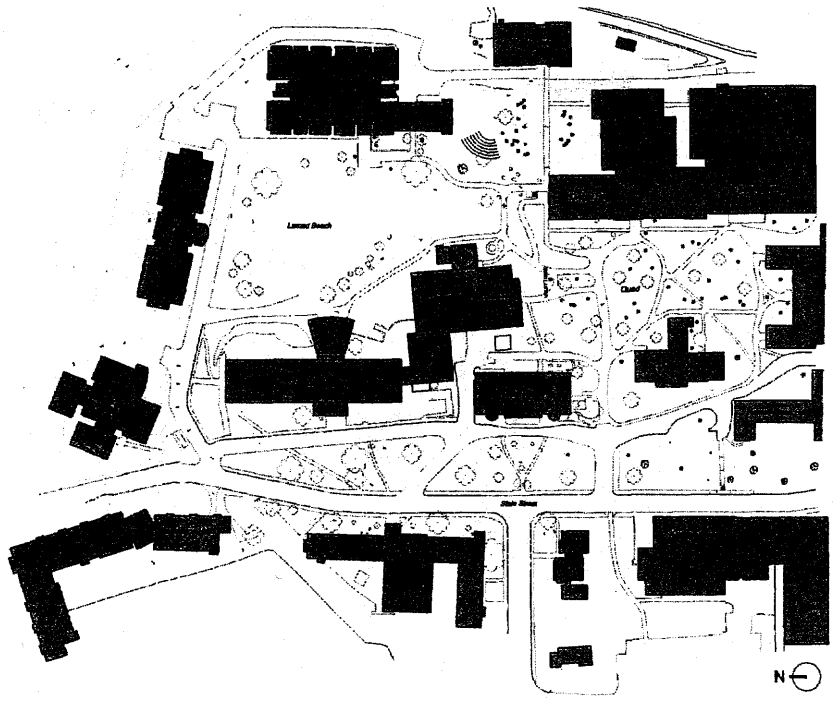
- Potentially subject to action failure premium based on MBIA rating.

Site Organization

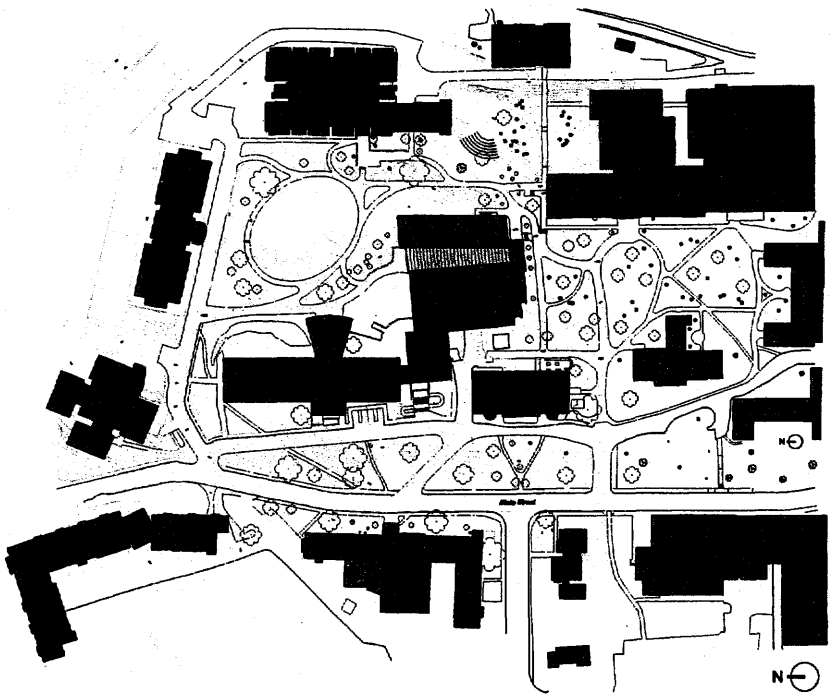
The final concept design includes a new addition of approximately 60,800 gross square feet plus a number of infrastructure upgrades and renovations to Hemenway Hall and Annex. This section of the report addresses the new addition; discussion of the infrastructure/renovation aspects of the project is provided in Section 3.

The addition is located on the eastern end of Hemenway Annex, illustrated in the before and after site plans below.

Site Plan: Before

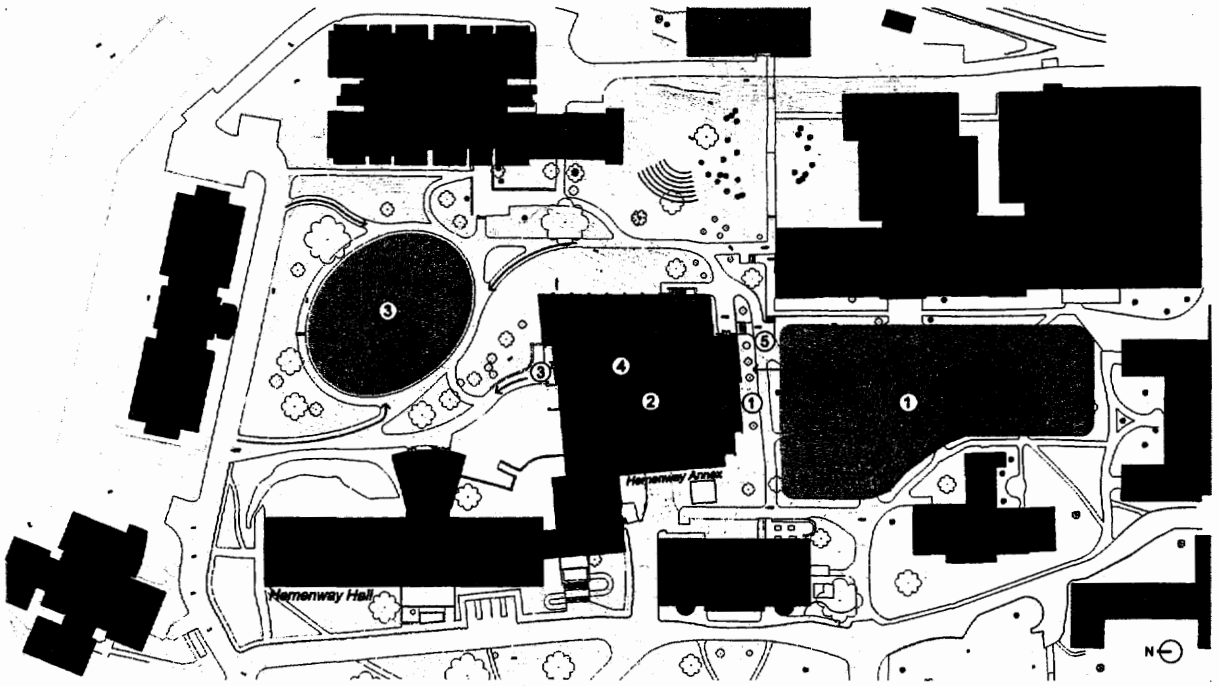


Site Plan: After



This location for the addition accomplishes a number of goals (see site plan diagram below for location of these site plan strategies):

1. It creates a new façade for the Annex fronting on the campus main green space; this is an explicit goal of the Campus Master Plan.
2. It locates new program space in direct proximity to the existing-to-remaining spaces of the departments involved (Chemistry and Biology).



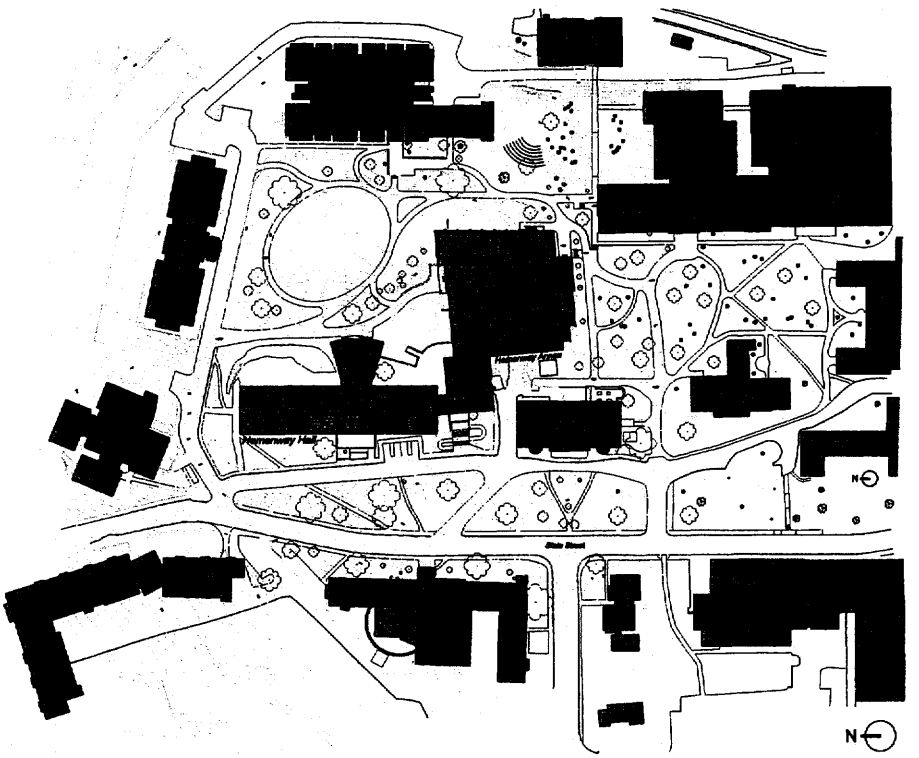
3. It helps to gain access to and alter very positively the "Larned beach" area, currently an underutilized open space somewhat out of the mainstream of campus activities; the landscape plan provides a fully accessibly route to this improved open space
4. The addition creates an atrium space adjacent to the Annex; this can become a multi-story social space for use by the entire the Hemenway complex.
5. It provides an accessible on-grade entrance at the south façade of the addition, solving the current inaccessibility condition at the south entry to the Annex.
6. It provides entrance to the north to connect to an existing campus pathway, originating to the north by the Larned Dormitory.
7. It provides access from the south entry to Dwight Hall and the Whittemore Library.
8. The project provides an accessible route throughout the site, both to the main entry of the addition and through to the library entrance.

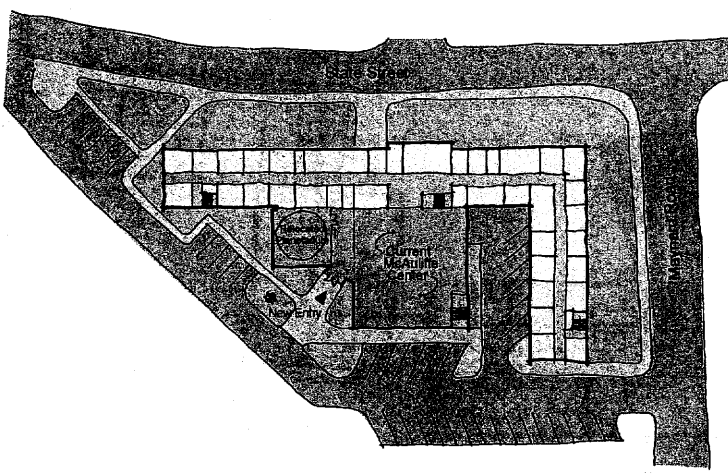
Relocation of Planetarium

A second aspect of the site plan strategy involves the relocation of the existing planetarium, currently located to the east of Hemenway Annex.

It was agreed to relocate the planetarium to a site adjacent to O'Connor Hall as part of this project to achieve the following benefits:

- Removing the planetarium from the proposed site for the new addition creates a relatively unobstructed site without the complications of building around and providing ongoing access to the planetarium.
- Relocating the planetarium to O'Connor Hall creates synergies with the McAuliffe Center, an outreach program directed toward school children intended to encourage science literacy through simulated space programs. Since the school children visiting the McAuliffe Center also visit the planetarium on the same trip, locating these two destinations in close proximity creates a more efficient arrangement, and avoids requiring the children to cross a busy street as they travel from the Center to the Planetarium.



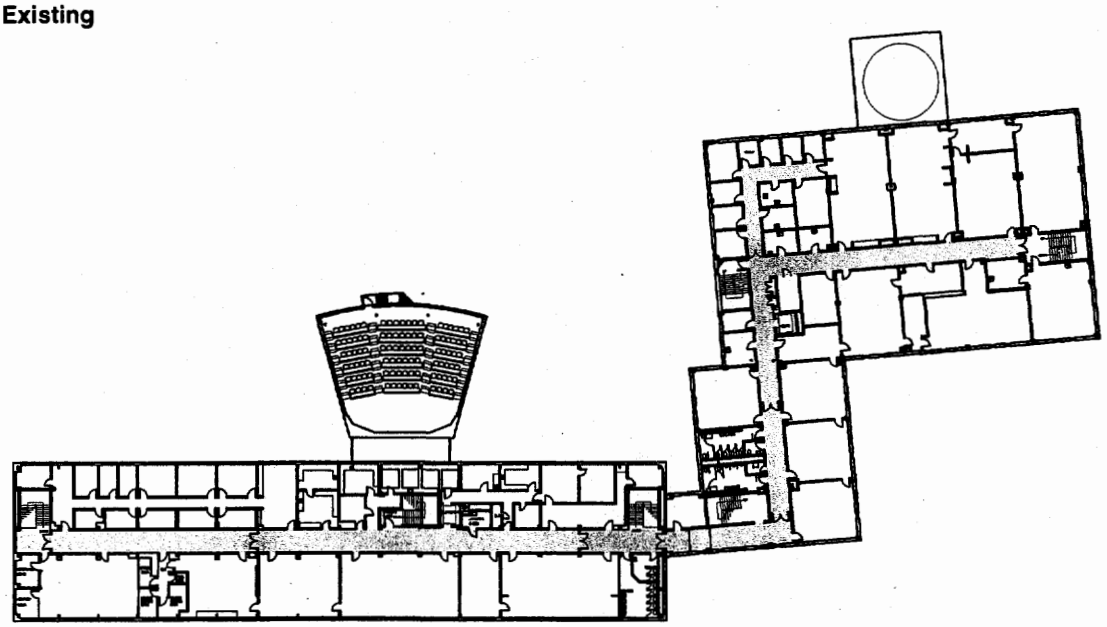


Building Organization and Circulation

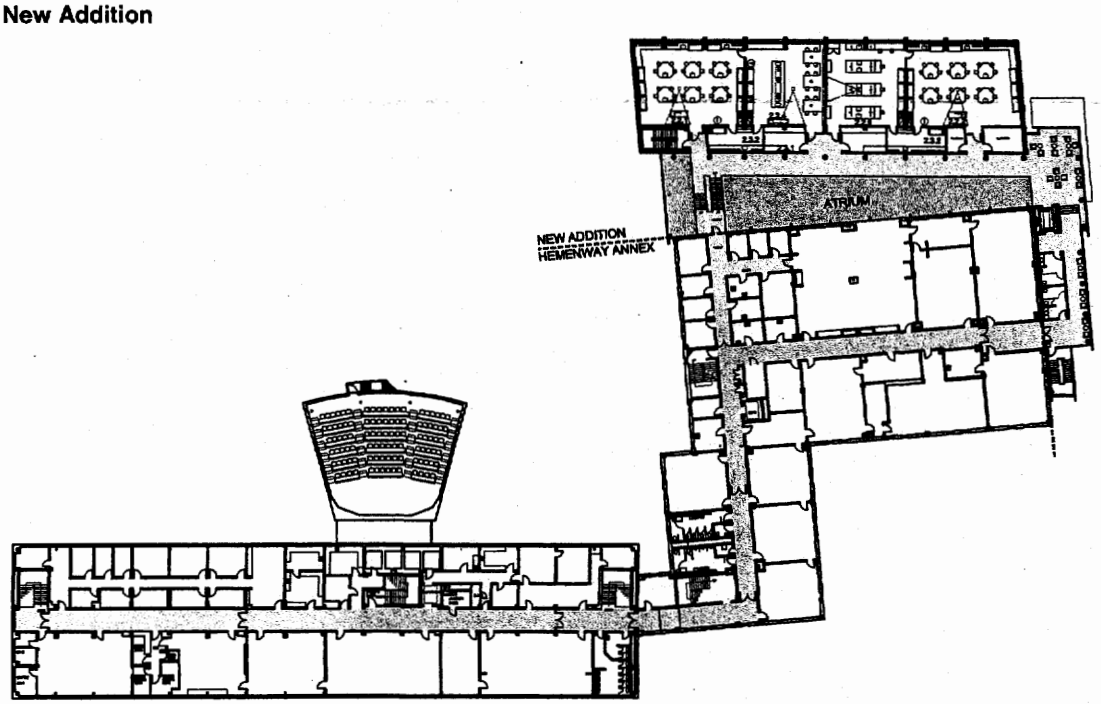
The circulation for the addition builds on the existing corridor system of Hemenway Hall and Annex. The circulation within the addition itself is a straightforward single-loaded corridor, with labs and support rooms on one side and the atrium on the other.

Stairs connecting the addition to Hemenway Annex are located at the north end adjacent to the atrium, while the new elevator is located at the south end of the atrium, providing access to the new addition as well as the south extension of the Annex.

Existing



New Addition



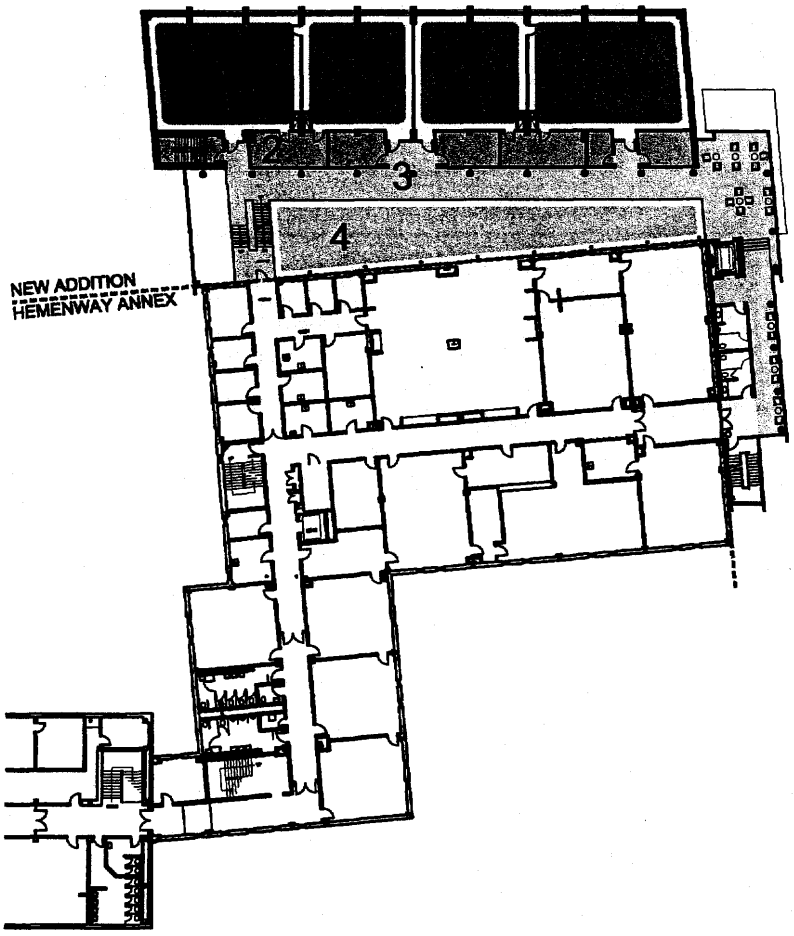
Organization of Functions

The new addition is organized into four basic components (identified on diagram, below):

1. A teaching lab bay, 33 feet wide, that can accommodate all of the teaching labs in the program; this flexible block of space can be subdivided to accommodate the different areas of the various teaching labs;
2. A service bay, accommodating stairs, rest rooms, elevator and lab support spaces (lab prep, storage, etc.);
3. A single-loaded corridor running the length of the addition and then fronting on the south façade of the Annex;
4. An atrium adjacent to the existing east façade of Hemenway Annex.

A penthouse encloses HVAC equipment; a partial basement encloses pumps and electrical gear (see building section).

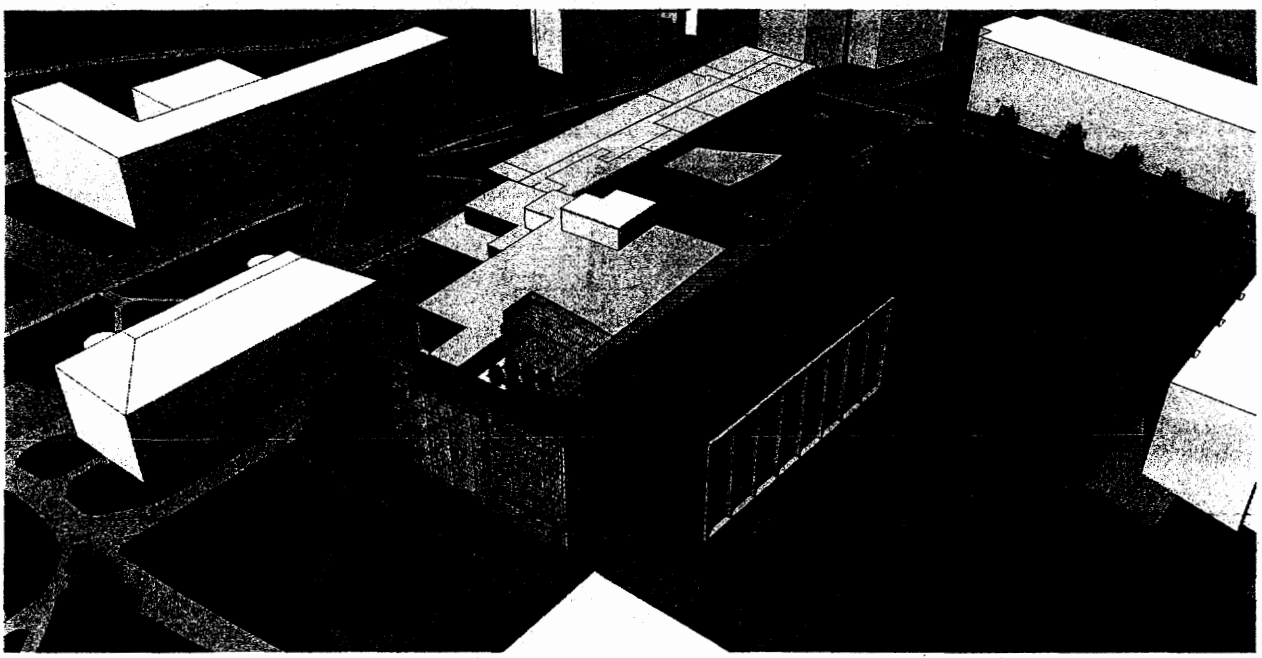
The four occupied floors of the addition are essentially identical, housing labs for Chemistry and Biology of approximately the same size; this provides flexibility in re-assignment as required in the future. Chemistry labs are located on levels 2 and 3 and Biology Labs on level 4 and 5. This stacking concept locates the teaching labs for these departments in closest adjacency to the existing departmental spaces that are to remain in the Annex.



Architectural Design Principles

The final concept design is informed by the following design principles and goals:

- Create a dramatic new façade on the south side of Hemenway Annex that provides a new presence for the Hemenway complex and a more appropriate entry to the Annex.
- Create an atrium that forms a social space for the Hemenway complex and that is open on both ends, providing views into the landscape to the east and west.
- Organize the addition to integrate its internal circulation seamlessly into the existing building, while improving accessibility to the Annex
- Organize the new addition as a flexible "bar" of space that can flexibly accommodate any of the teaching labs in the program.
- Embrace a fully sustainable approach to the design of all building systems; provide a range of specific LEED strategies to reach a LEED silver certification; these strategies are initially established in the LEED checklist included in this report.



Design issues to be explored during design phase

A number of design aspects of the project were not fully explored in the study phase and should be explored fully in the design phases of the project:

- Develop the overall building massing. The massing is currently indicated as three simple components:
  1. A brick "box" housing the labs
  2. A metal "box" housing the support functions (stairs, rest rooms, lab support spaces)
  3. A glass "box" housing the atrium and the southern extension of the building along Hemenway Annex
- Explore variations to this massing approach as might be appropriate

- Develop the design approach for the exterior elevations; they are currently rendered conceptually as glass (on the south) and brick (on the east)
- Develop appropriate sun shading devices along the south elevation.
- Develop the character of the atrium so that it is a friendly, attractive and usable space.
- Develop an appropriate treatment of the existing east wall of the Annex, insofar as this wall will become the main façade of the new atrium.
- Test various shapes of skylight and/or clerestory windows over the atrium.
- Explore strategies to reduce the atrium's smoke exhaust requirement.
- Explore re-configuration of the labs to permit more glazing from the labs to the corridor, to allow more visibility of lab activities.
- Explore sustainability strategies in all program (lab) spaces in terms of energy use, sustainable materials, etc.
- Explore the full range of sustainability strategies in exterior envelope, engineering systems, etc.
- Explore opportunities to use the new building to improve the accessibility of the existing facilities.

Outstanding Issues to be resolved in the design phase

This study provides a frame of reference for the design and implementation process. It includes a description of the project requirements, an accurate estimate of capital and operational costs, and an implementation schedule. The conceptual design is intended to demonstrate the practical operation of design criteria and conformance with applicable codes and standards, and serves as the basis for developing an accurate cost estimate.

Once the study moves into the design phase, there will be several outstanding issues to be addressed early in the process. These issues are identified but not resolved in this feasibility study, and will require a more detailed analysis and design effort than is permitted in the scope of this study.

The outstanding issues include:

Accessibility

The conceptual design provides an accessible and code compliant solution to the requirements of the program, the constraints of the existing buildings and the challenges of the site. As part of the infrastructure upgrade, existing non-compliant conditions are addressed. The new addition also improves accessibility to Hemenway Hall and Annex, and the connections between the existing and new buildings are fully accessible. However, the proposed solution will require additional study and design to maximize the opportunities for improving accessibility.

3.1 Building Design

Architectural Narrative

This Hemenway Hall and Annex upgrade study includes two main capital project recommendations: a new addition to Hemenway Annex of approximately 60,800 gross square feet, housing teaching labs for the Chemistry and Biology Departments; and a program of infrastructure upgrade projects to Hemenway Hall and Annex.

The New Addition

The new addition incorporates 16 new teaching labs and associated lab support spaces that were deemed to be the highest priority by the University. The addition is six stories, with four lab floors, a small basement and a penthouse. An atrium space is created between the new addition and the existing eastern exterior wall of the Annex.

The building has two exterior entries: one, to the south faces the campus quad and functions as the main building entry. On the north side, the addition has an entry at the main (second) level, and continues an existing campus pathway that runs behind the annex and connects the dorms and Larned Beach to the north with the main academic quad to the south; this entry will bring a large segment of university population into the building, as a way to celebrate the programs within the Hemenway complex. Both building entries are fully accessible.

The typical floor plan is organized with four labs per level, along with associated prep rooms, cold rooms, autoclave, storage and other lab support spaces. The new addition connects to the existing building on each floor; floor level differences are accommodated using stairs and the new elevator. Additional consideration will be given in the design phase to improving accessibility between the existing facilities and the addition.

The atrium stairs connects all four levels to promote easy access between floors. The corridor system of the Annex has been extended into the addition, so that the layout flows naturally from one area to the other.

The building program includes eight Biology teaching labs and eight Chemistry teaching labs. These labs were selected insofar as they are generally infrastructure-intensive, and therefore are best accommodated in the new building. Two teaching labs in each department will remain in the existing buildings.

The exterior of the building is organized as a series of discrete elements to create a sense of scale: the main lab block is sheathed in brick with discrete windows; the atrium is rendered as a glass prism, extending to the roofscape and to the north and south sides; the service "zone" is rendered in metal panel, creating a break between the brick and glass elements housing atrium and labs.

A number of sustainable features have been included in the building; they include:

- Re-use and upgrading of Hemenway Hall and Annex, rejuvenating the original facilities
- Provision of sky lit atrium between the new addition and Hemenway Annex to maintain views and daylight from adjoining enclosed spaces
- Heat recovery from exhaust air system
- Daylight sensors for automatic control of lighting of perimeter spaces
- Low flow bathroom fixtures
- Low flow combination sash fume hoods

Please refer to the section on LEED design in Part 5 for a complete discussion of sustainability measures and strategies.

Infrastructure Upgrade Projects for Hemenway Hall and Annex

The study process included extensive analysis of condition of existing building systems in Hemenway Hall and Annex. This analysis identified a number of significant issues to be addressed. Given the limits of the available funding, however, the study team evolved a list of recommended upgrade projects that addressed the most serious problems and provided maximum benefits to the building occupants. The general strategy was to include in the project "big-ticket" system upgrades that the University could not do on its own, and therefore should be done under the current state funding arrangement; smaller, incremental projects can then be addressed with the University's available funding as it becomes available.

Recommendations for infrastructure upgrade projects are as follows:

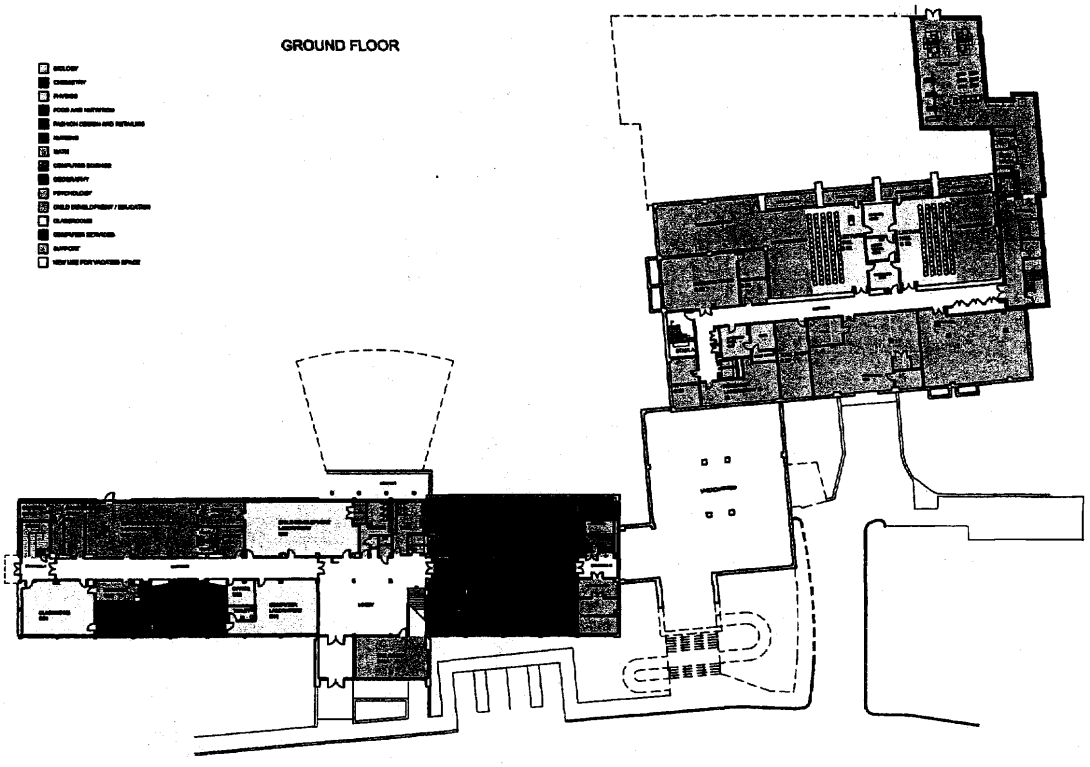
1. Utility (water, sewer, storm, electrical service) upgrades
2. ADA/Code compliance upgrades (including entries to Hemenway Hall and Annex)
3. Seismic upgrades to exterior and corridor walls
4. Replacement HVAC infrastructure (major equipment/piping, controls, unit ventilators, ventilation fans and air handlers, lab exhaust fans)
5. New chillers and cooling tower capacity to provide cooling for Hemenway Hall (Hemenway Annex cooling capacity is being provided under a separate expedited project)
6. Plumbing infrastructure (backflow prevention, PH neutralization, tempered water for emergency wash stations)
7. Full sprinkler coverage of existing facilities
8. New fire water service
9. New emergency lighting and exit signage
10. Exterior envelope repairs (replacement of windows, curtain wall, and skylight; flashing replacement; brick façade, stone façade and step repairs).

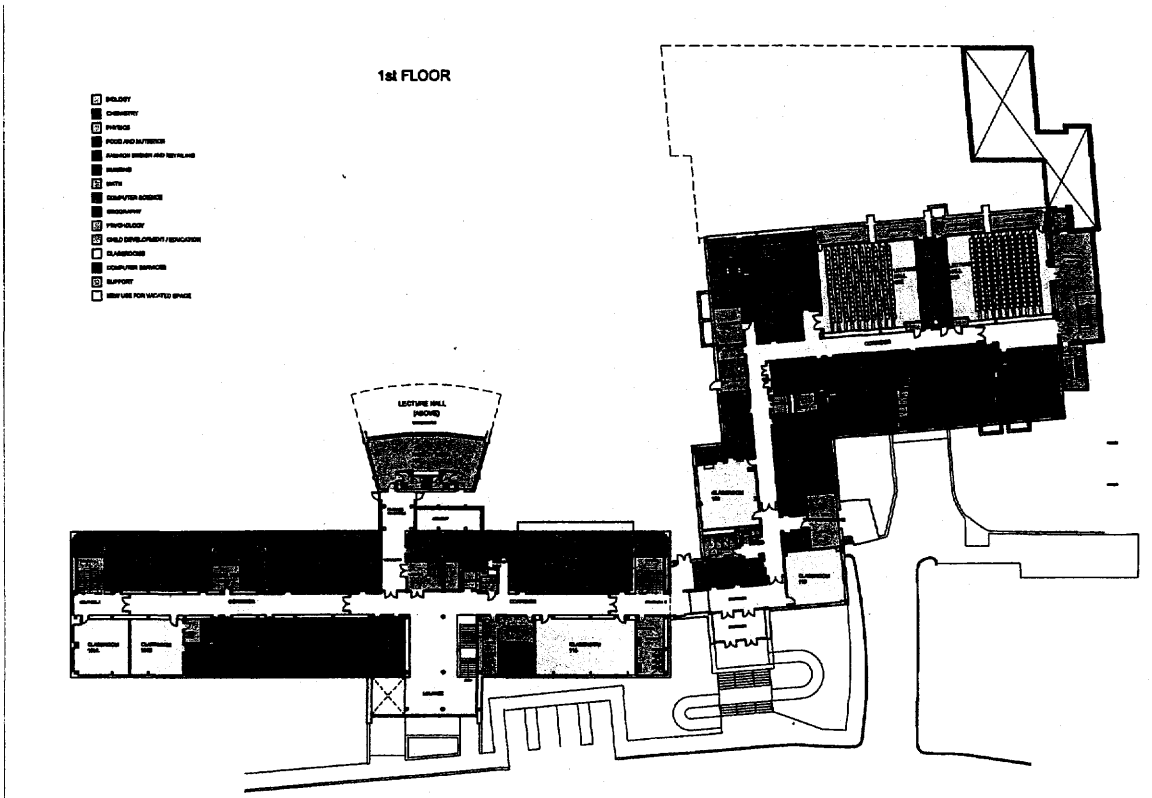
Floor Plans – New Addition

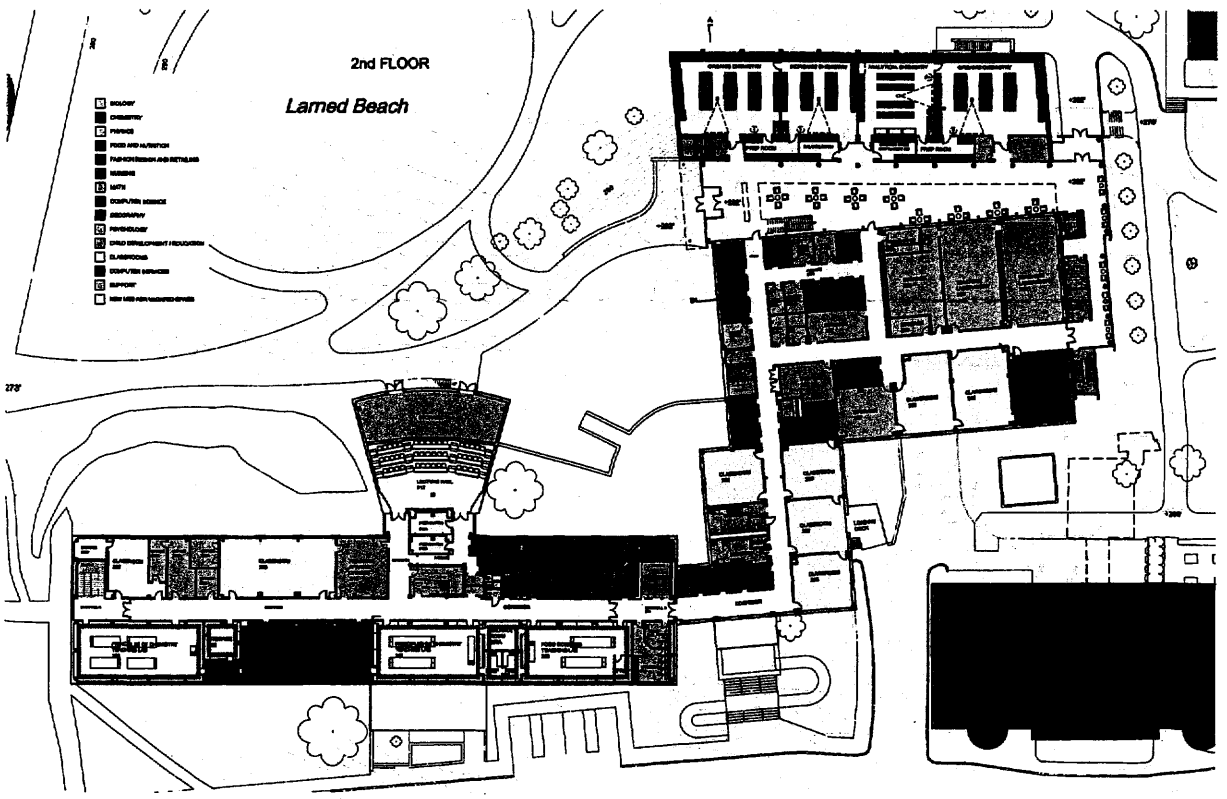
The floor plans on the following pages represent the final level of development of the project at this stage in the process. These plans, and the accompanying design narratives and specification information, formed the basis of the current cost estimate.

The floor plans have been designed according to the organizational strategies, circulation concepts and design principles outlined in Section 2.

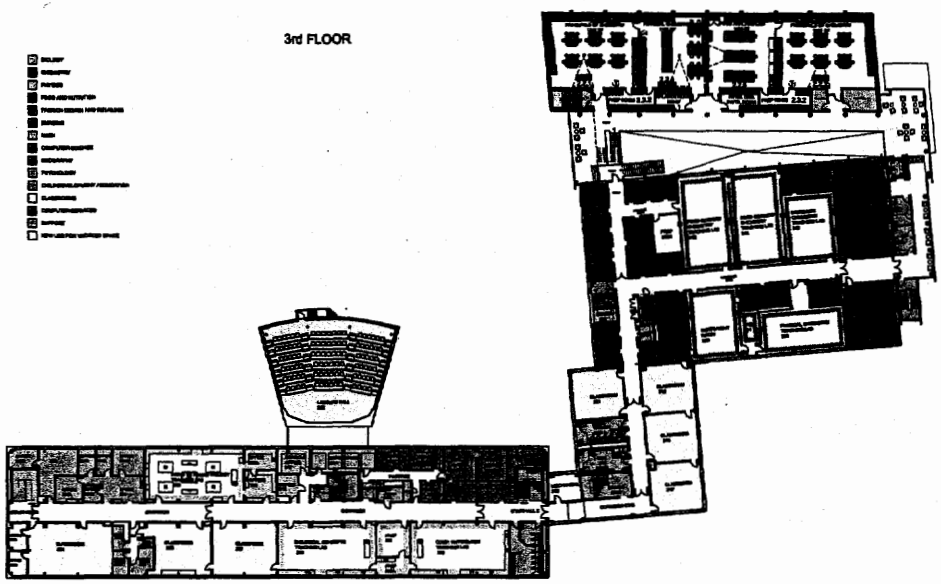
The plans of Hemenway Hall and the Annex that are included here identify the vacant space in the existing buildings created when the teaching labs accommodated in the new building are moved out. In a later section of this chapter, "Allocation of Space in Hemenway Hall and Annex," the report includes plans indicating the functions that would occupy these vacant spaces.



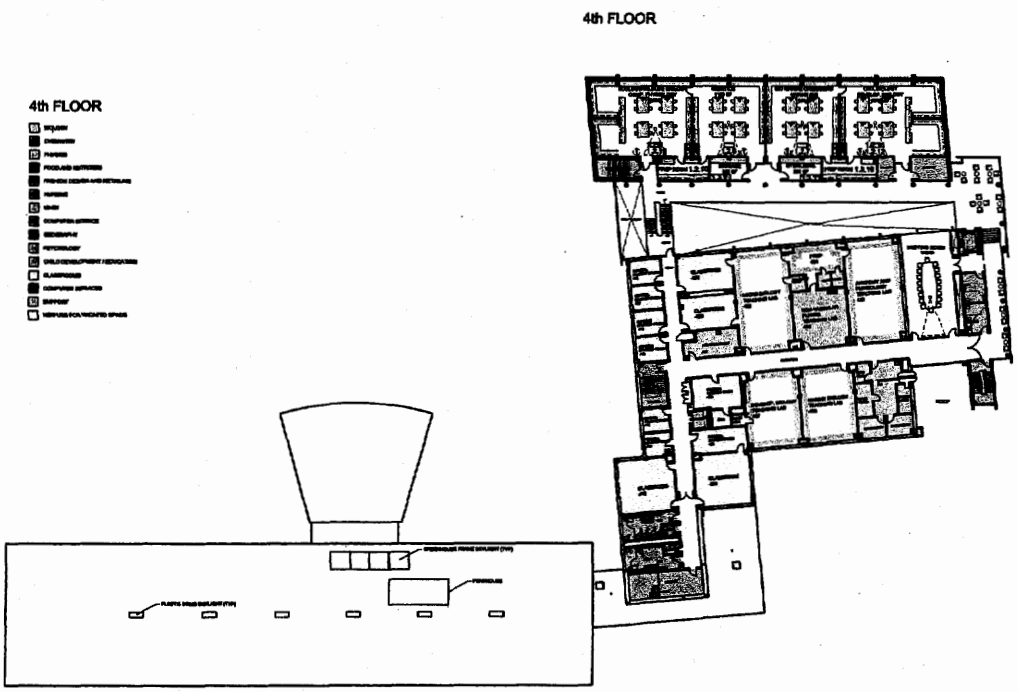

1st FLOOR

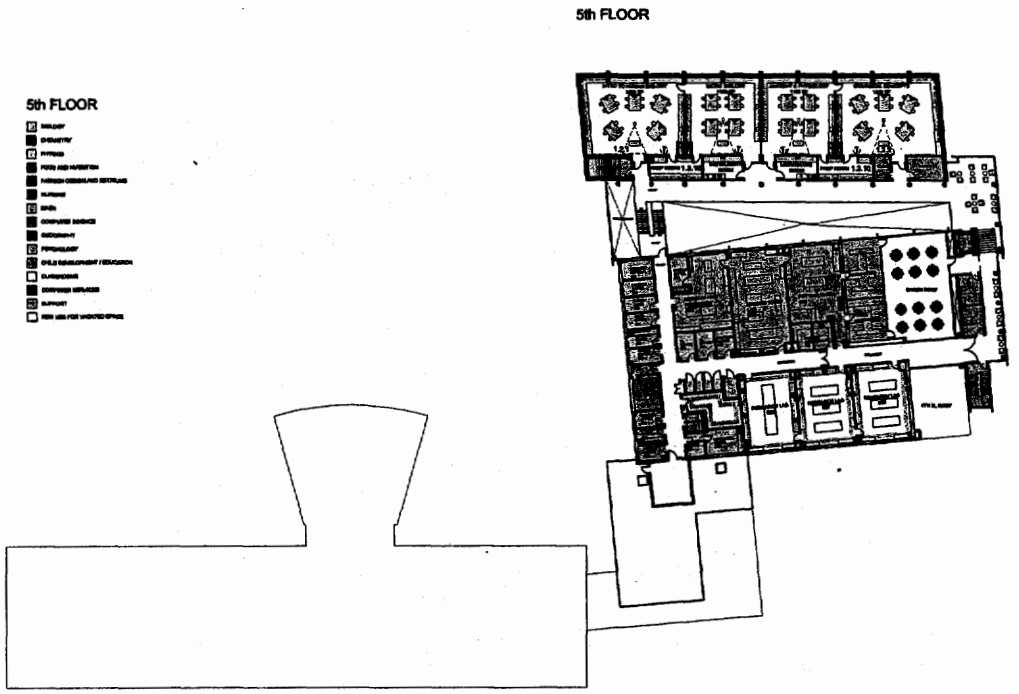

2nd FLOOR
Larned Beach

3rd FLOOR

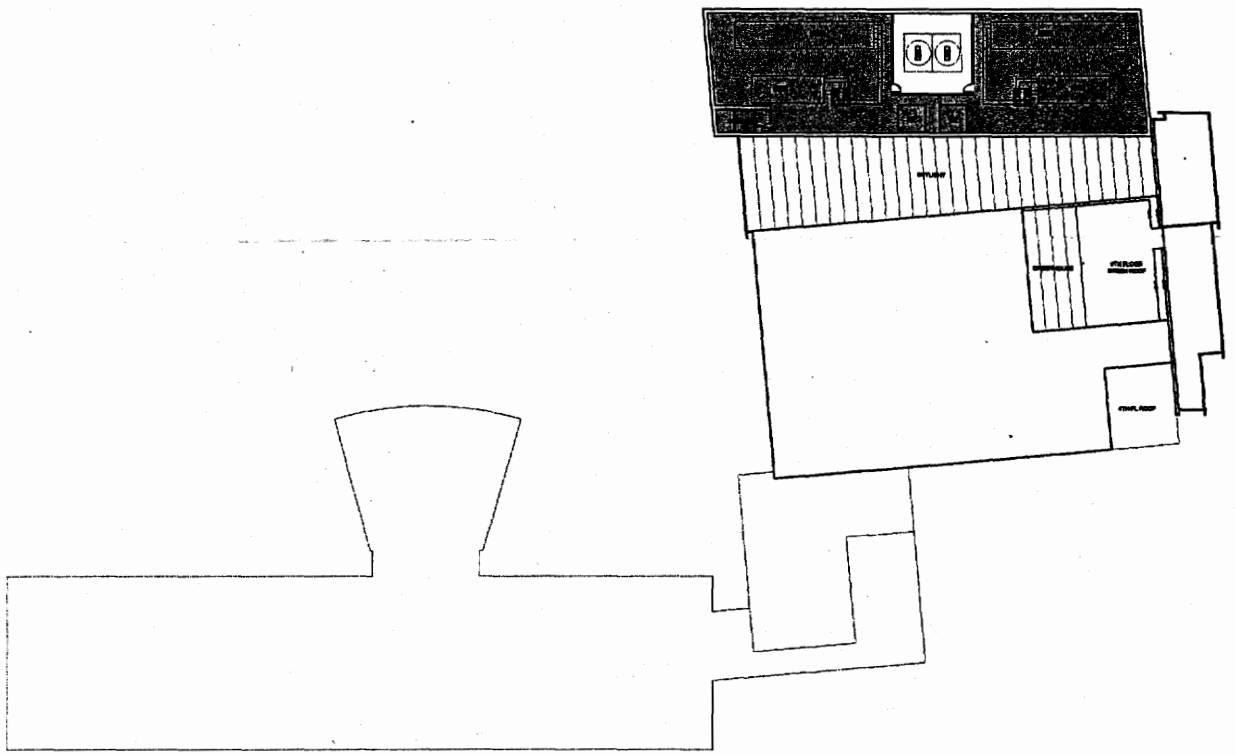


4th FLOOR



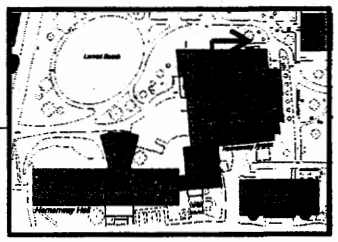


Penthouse



Building Sections

The transverse building section is illustrated below

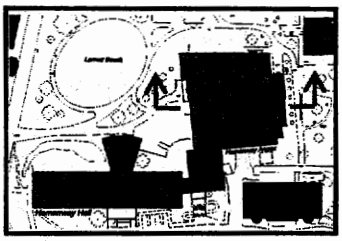


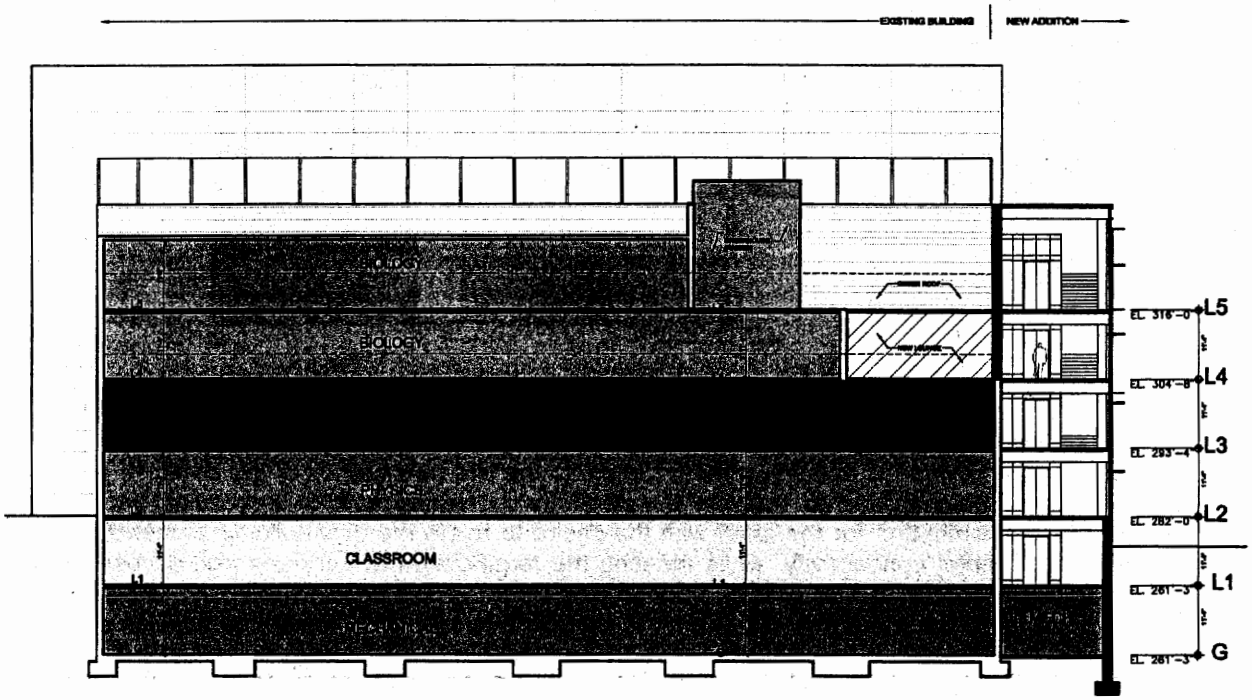
The new addition is six stories, including basement and penthouse; the entry level and the lowest occupied floor of the addition (el. 282'-0") is level with the second floor of the Annex. This elevation is determined by the need to provide full access, without ramps, to the two new entries of the addition. The strategy used to set floor heights was to balance the need for increased floor-to-floor height in the addition (to handle HVAC distribution for the labs) with the desire to relate the new building successfully to the old in terms of horizontal connectivity, while meeting the requirement of full ramp free access to new entries. The strategy adopted was to set the floor-to-floor height of the addition at 13'-4", which is considered to be the minimum for a building of this sort, to minimize the offsets between the addition and Annex, with its floor-to-floor height of the Annex of 11'-4." The ground level and the main Level 2 are level; the subsequent offsets as one goes higher in the building are 2'-0" at Level 3, 4'-0" at Level 4, and 6'-0" at Level 5, as indicated in the table below.

The addition is connected to the annex using stairs at the north end of the atrium and an elevator at the south end. As noted above, additional study will be given during the design phase to improving accessibility between the floor levels of the Annex and the new building.

	Existing Building	New Building
Grade	259'-4"	259'-4""
Level 1	270'-8"	
Level 2	282'-0"	282'-0"
Level 3	293'-4"	295'-4"
Level 4	304'-8"	308'-8"
Level 5	316'-0"	322'-0"
Level 6	328'-2"	335'-4"

The longitudinal section illustrates the relatively small size of the basement mechanical room and the cooling tower well on the roof. In addition, this section shows the new infill space, green roof and raised greenhouse on the roof of Hemenway Annex. These result from the need to avoid a deep roof well between the existing roof and the south wing of the new addition, and the potential for excessive snow loading created by this condition.





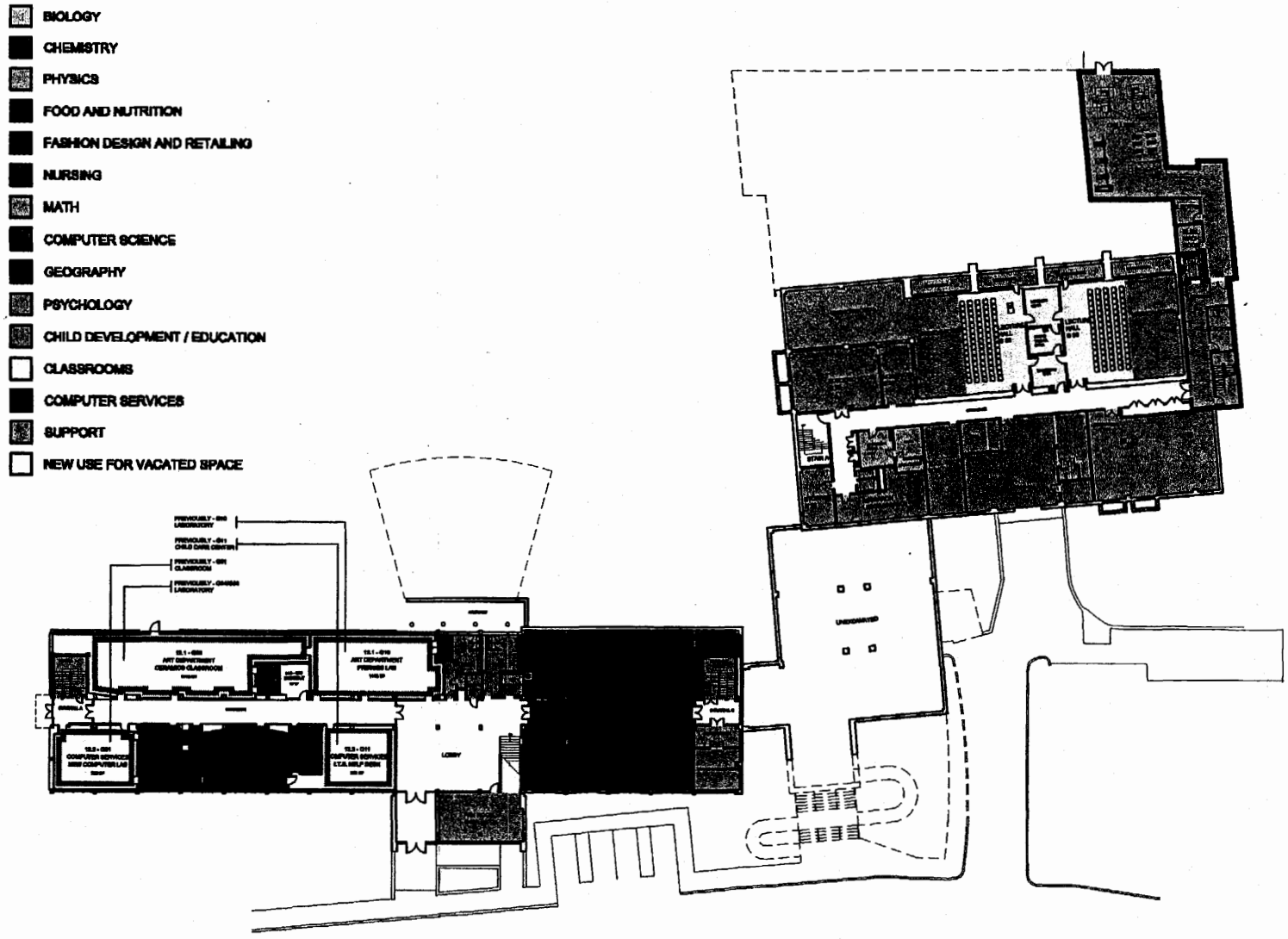
Allocation of Space in Hemenway Hall and Annex

The proposed Consensus solution creates 16 new teaching labs for Chemistry and Biology in the new addition. When the addition is built, these labs will move out of Hemenway Hall and Annex, and thus create considerable vacant space in the existing building.

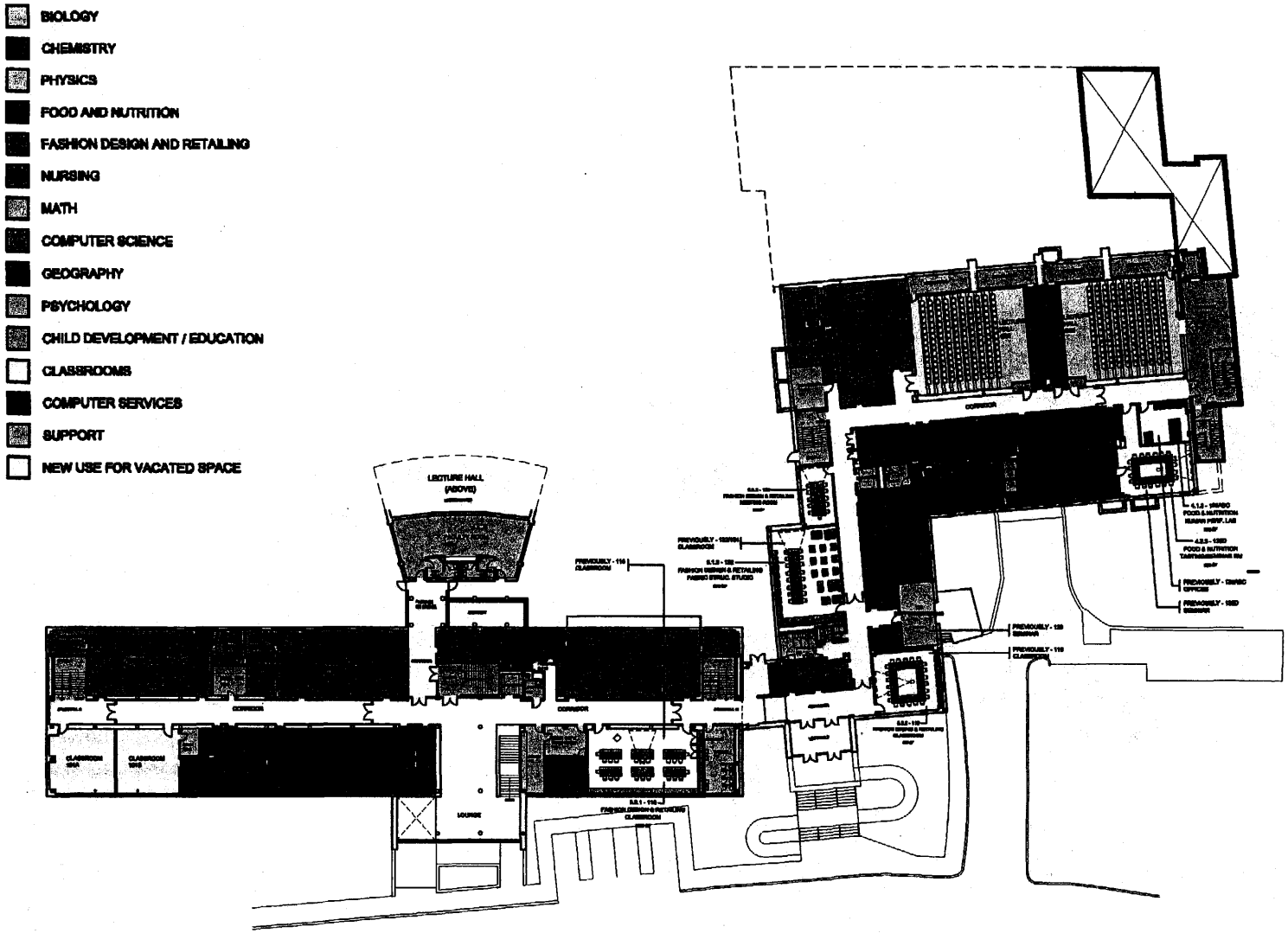
Funding has been made available to renovate a portion of these vacated spaces as part of this project. However, it was agreed that the study would team identify the program allocation and layouts for all the vacated spaces, to provide some direction for whatever spaces are not renovated during the current project for renovations when funding becomes available. Add alternates are included in the report for backfill space types, based on the University's priorities, to allow the extent of implementation of the backfill renovations to be determined by the availability of funding. A separate cost estimate for the renovation of each space is included in Section 6.

The floor plans on the following pages indicate the proposed use for each vacated space. Where program layouts (included in Section 4) were available, these were used as the basis for the layout of the renovated spaces. Graphically, these recommendations are indicated using the assigned departmental color, with overlaid shading on furnishing to indicate that the space represents a proposed new use of a vacated. The previous room number and use is also included for reference.

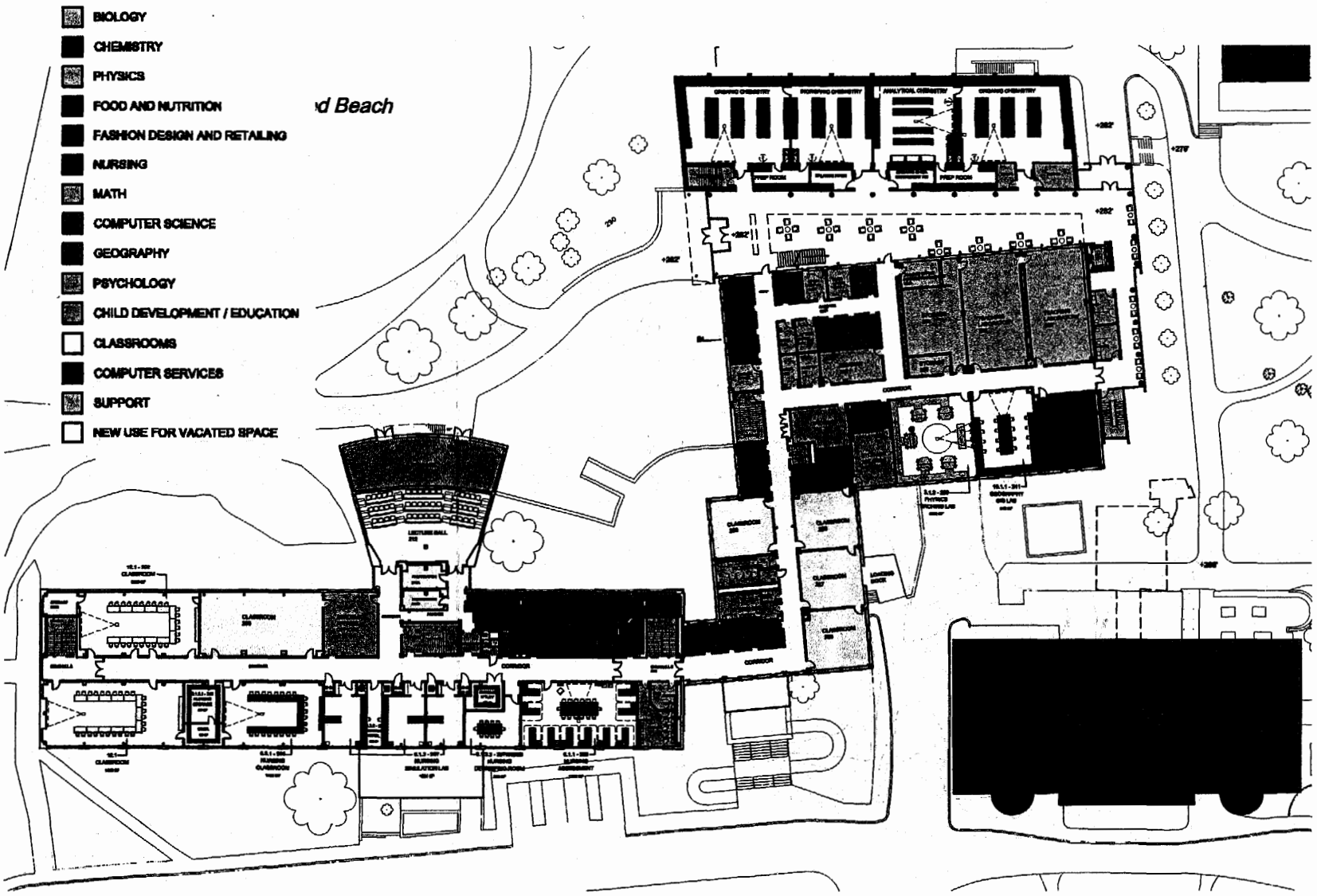
The proposed use of the vacated spaces has been developed in close consultation with the senior administration of the University.



GROUND FLOOR

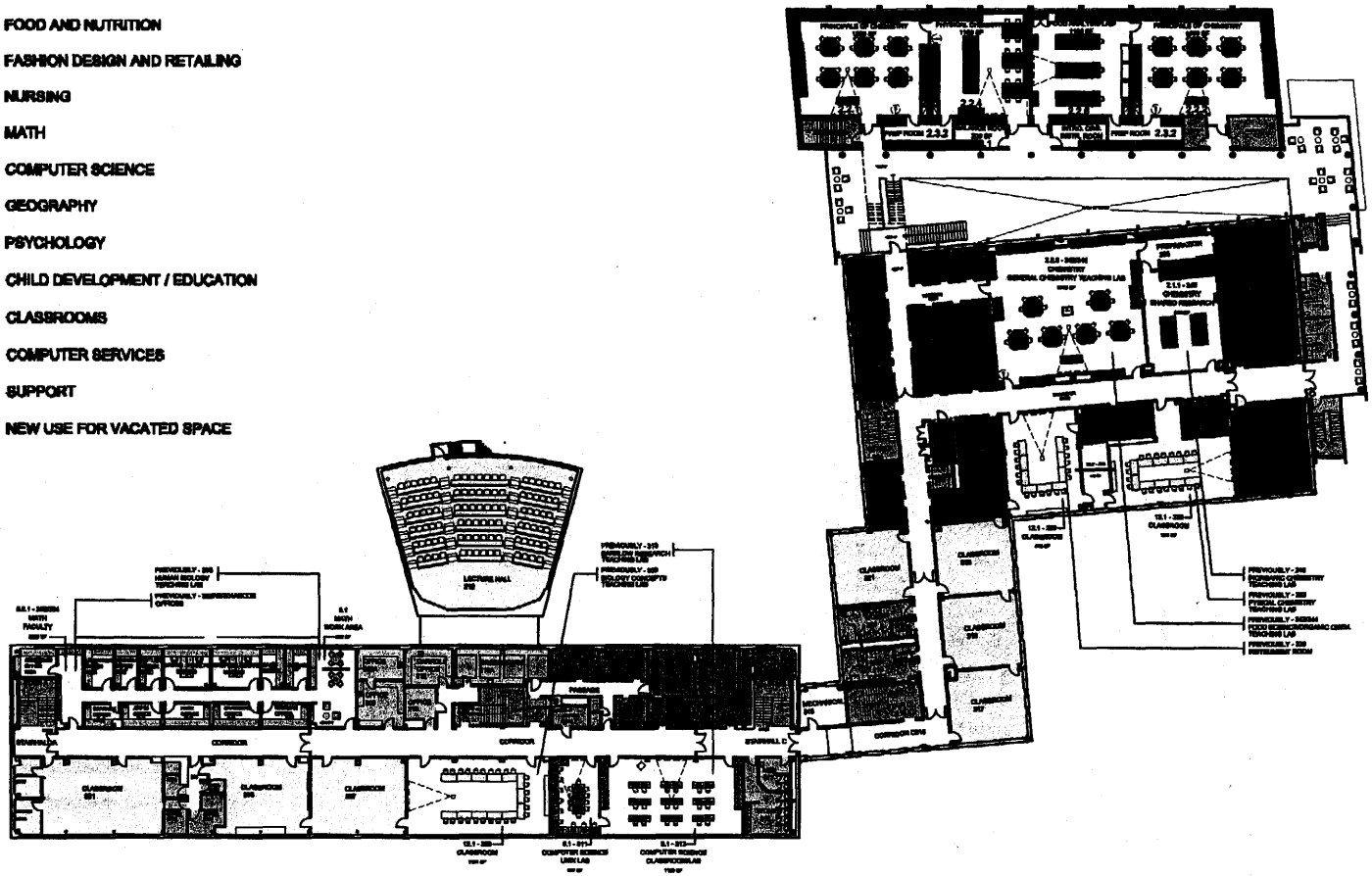

BIOLOGY
CHEMISTRY
PHYSICS
FOOD AND NUTRITION
FASHION DESIGN AND RETAILING
NURSING
MATH
COMPUTER SCIENCE
GEOGRAPHY
PSYCHOLOGY
CHILD DEVELOPMENT / EDUCATION
CLASSROOMS
COMPUTER SERVICES
SUPPORT
NEW USE FOR VACATED SPACE
LECTURE HALL (ABOVE)
CORRIDOR
LOUNGE

FIRST FLOOR



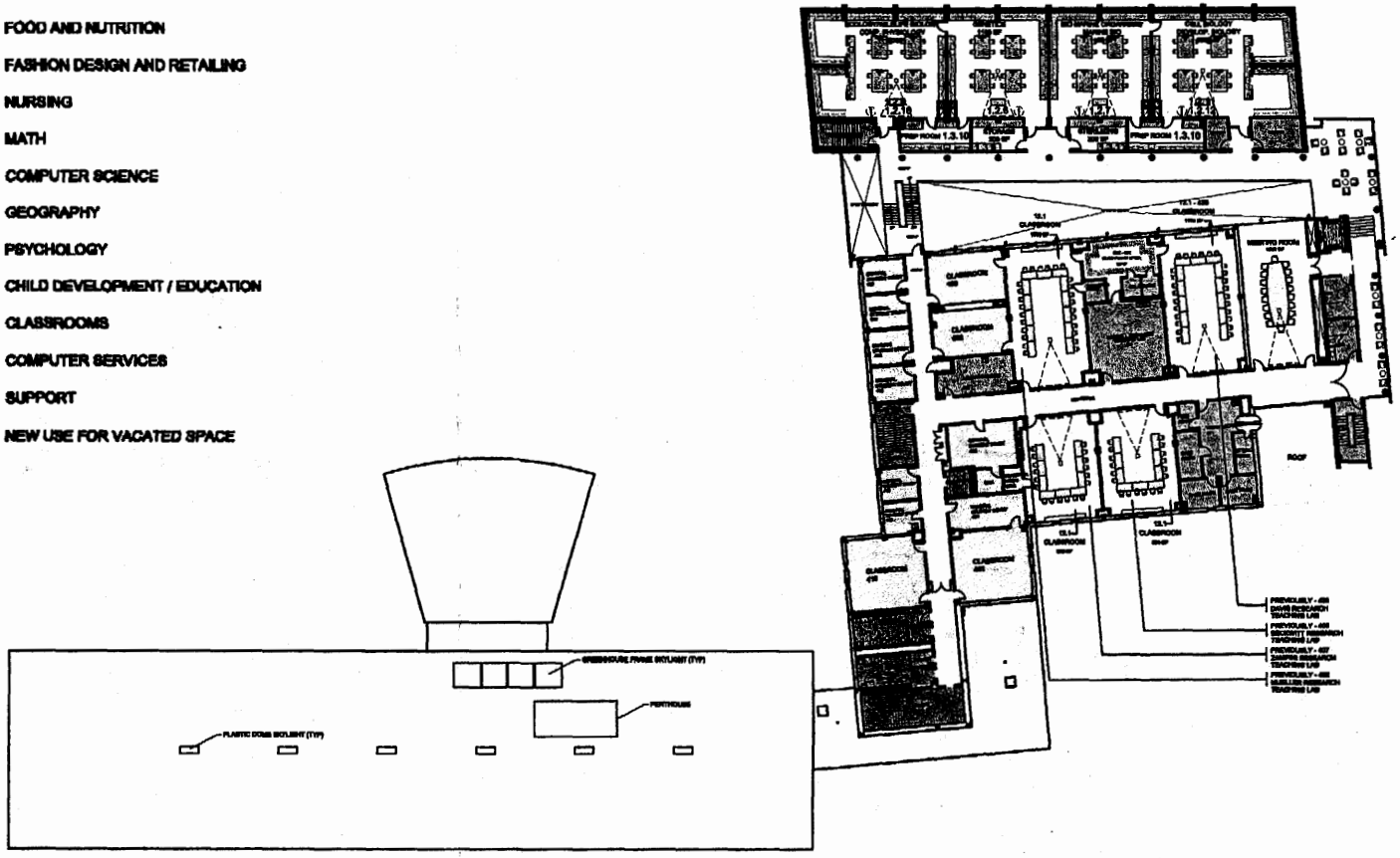
SECOND FLOOR

- BIOLOGY
- CHEMISTRY
- PHYSICS
- FOOD AND NUTRITION
- FASHION DESIGN AND RETAILING
- NURSING
- MATH
- COMPUTER SCIENCE
- GEOGRAPHY
- PSYCHOLOGY
- CHILD DEVELOPMENT / EDUCATION
- CLASSROOMS
- COMPUTER SERVICES
- SUPPORT
- NEW USE FOR VACATED SPACE



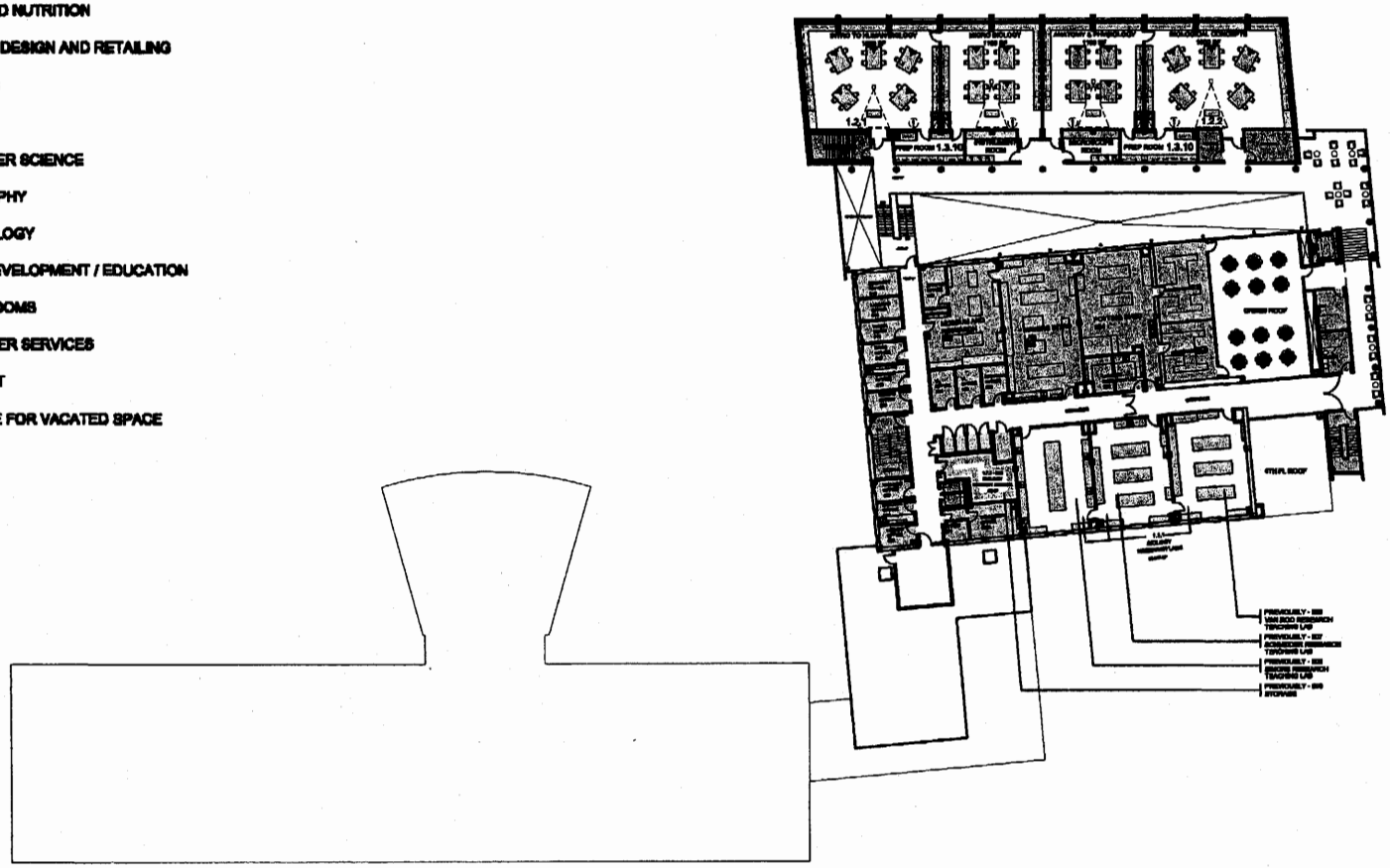
THIRD FLOOR

- BIOLOGY
- CHEMISTRY
- PHYSICS
- FOOD AND NUTRITION
- FASHION DESIGN AND RETAILING
- NURSING
- MATH
- COMPUTER SCIENCE
- GEOGRAPHY
- PSYCHOLOGY
- CHILD DEVELOPMENT / EDUCATION
- CLASSROOMS
- COMPUTER SERVICES
- SUPPORT
- NEW USE FOR VACATED SPACE

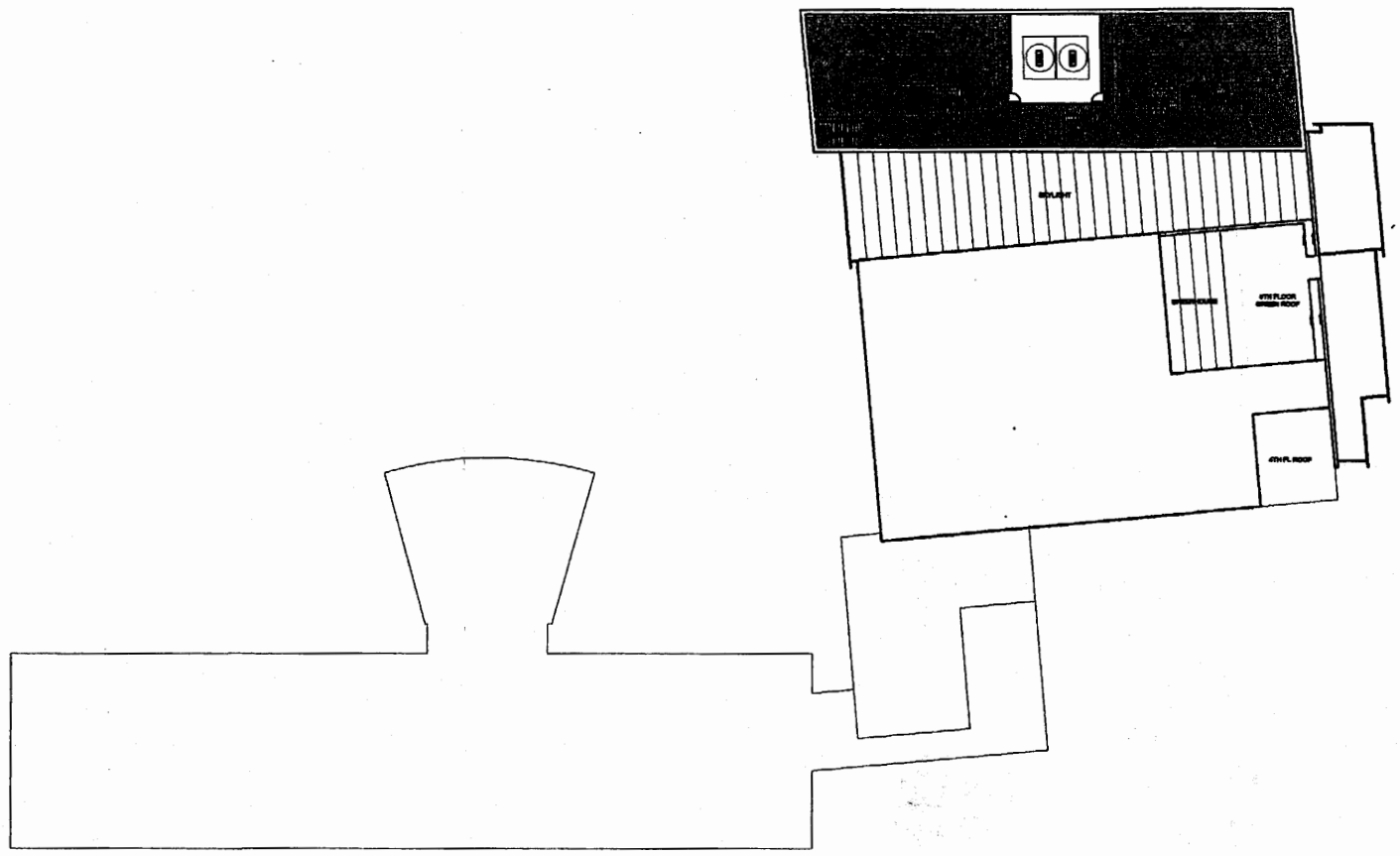


FOURTH FLOOR

- BIOLOGY
- CHEMISTRY
- PHYSICS
- FOOD AND NUTRITION
- FASHION DESIGN AND RETAILING
- NURSING
- MATH
- COMPUTER SCIENCE
- GEOGRAPHY
- PSYCHOLOGY
- CHILD DEVELOPMENT / EDUCATION
- CLASSROOMS
- COMPUTER SERVICES
- SUPPORT
- NEW USE FOR VACATED SPACE



FIFTH FLOOR



PENTHOUSE

Space Program

The list program of spaces is provided in this Section of the report, along with associated room data sheets of selected spaces.

The listed spaces are shown in three separate categories: Existing, Ellenzweig Recommended, and Proposed Alt 2C.80[1]

The "Existing" column indicates the current location and area of each existing space, with vacated spaces indicated in red. The "Recommended" column provides the final program recommended by the study, identifying the required new program spaces for all departments. The "Proposed" column then outlines recommendations for disposition of program spaces: spaces proposed for the new addition are shown in blue; spaces intended to occupy newly vacated spaces in Hemenway Hall and Annex are shown, along with their recommended location. In summary, the three columns show what exists, what is required, and what is proposed (as well as proposed location).

Since Hemenway Hall and Annex is a large complex, this is a useful tool in understanding the availability and potential allocation of vacated space in the existing complex. The suggested location of program spaces in Hemenway Hall and Annex indicated in the space program matches the floor plans provided under the heading "Allocation of Space in Hemenway Hall and Annex" in Section 3 of this report.

Room Data Sheets are included for key program spaces in the study. These layout diagrams illustrate key components of referenced program spaces, but are meant to establish program requirements rather than specific layouts.

[1] "Alt 2C" refers to Site Alternative "2C," which is the site east of the Annex; "80" refers to the fact that the selected option provides 80% of the original recommendation of space to be included in the addition.

Final Program Summary: Existing, Proposed, Vacated/Re-use

		Existing		Proposed Alt 2C.80%	
		Staff[1]	Area	Staff	Area
1	**Biology**				
1.1	Research Labs		310		2,620
1.2	Teaching Labs		11,109		12,101
1.3	Lab Support		4,632		4,977
1.4	Animal Rooms		738		738
1.5	Classrooms		0		0
1.6	Office/Admin.		1,993		2,190
1.7	Student Support		264		278
		14.7	**19,046**	15	**22,904**
2.1	Research Labs		3,176		3,976
2.2	Teaching Labs		11,125		13,707
2.3	Lab Support		1,968		2,629
2.4	Seminar/Comp. Lab		411		411
2.5	Office/Admin		1,310		1,553
2.6	Student Support		299		299
		10.7	**18,289**	10.7	**22,575**
3	**Physics & Earth Sciences**				
3.1	Lab		3,837		4,817
3.2	Lab Support		1,005		923
3.3	Office / Admin.		968		838
		5.6	**5,810**	6	**6,578**
4.1	Teaching Labs		2,642		2,917
4.2	Lab Support		241		824
4.3	Classrooms		0		0
4.4	Office/Admin.		1,579		1,561
		9.5	**4,462**	10.5	**5,302**
5.1	Lab		4,211		4,746
5.2	Lab Support		859		859
5.3	Classrooms		1,308		2,648
5.4	Offices/Admin.		1,234		1,332
5.5	Student Support		0		0
5.6	John Stalker Inst.		0		0
		9.3	**7,612**	9.3	**9,585**
6.1	Teaching Labs		900		3,164
6.2	Lab Support		0		155
6.3	Classrooms		797		1,815
6.4	Office/Admin.		1,432		1,257
6.5	Student Support		0		0
		6	**3,129**	8	**6,391**

		Existing		Proposed Alt C2.80%	
		Staff	Area	Staff	Area
7	**Child Development**				
7.1	Laboratory		1,164		0
7.2	Lab Support		462		0
7.3	Office/Admin		381		0
7.4	Student Support		0		0
		2	**2,007**	2	**0**
8.1	Work Area		596		708
8.2	Office / Admin		3,018		2,828
		15	**3,614**	14	**3,536**
9.1	Teaching Labs		0		1,597
9.2	Office / Admin		1,256		1,696
		6	**1,256**	6	**3,293**
10	**Geography**				
10.1	Labs/Classrooms		724		1,543
10.2	Office / Admin		1,315		1,283
		6.7	**2,039**	8	**2,826**
11.1	Research Labs		947		0
11.2	Teaching Labs		410		0
11.3	Office Admin		0		0
		16	**1,357**		**0**
12	**Classroom / Shared Space**				
12.1	Classrooms		22,901		31,012
12.2	Classroom Support		1,339		1,668
12.3	Computer Services		4,856		6,680
			29,096		**39,360**
13	**Shared Administration**[3]				
13.1	Offices /Admin.		**2,847**		**2,752**
14	**Break-out/Lobby/Student Space**				
14.1	Lobby		500		500
14.2	Break-out Areas		0		137
			500		**637**
					27.4%
15	**Building Support Space**				
			4,733		**5,012**
TOTAL NSF			105,797		130,751

Total Vacated Space:	34,012
Total Renovated Space[4]:	34,771
Total New Space in existing[5]:	1,000

Notes:
[1] "Staff" includes faculty plus VLs
[2] Psychology to be relocated to O'Connor Hall; existing office/admin in Crocker not shown
[3] Education Department (except Child Development Lab) consolidated in Dwight Hall
[4] Discrepancy between vacated and renovated: inclusion of partitons in net area of renovated.
[5] Additional space created by infill on level 4

Existing vs. vs. Proposed

Note: Items shown in red indicate space that will be vacated in existing building when addition is completed
Items shown in blue indicate location of specified program area in new bulding
Items shown in green indicate proposed re-use of vacated spaces, to be completed as part of the backfill renovation project
Items shown in orange indicate new space in existing building created by infilling roof space

		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
1	**Biology**										
1.1	**Research Labs**										
	Liebert Research Lab	308									
	Liebert Research Lab	308A									
	Barklow Research Lab	316D		1	102	102					
	Lambert Research Lab	532		1	208	208	532		1.0	208	208
1.1.1	*Research Space*			*2*			*505 507 509*		*3.0*	*804*	*2,412*
						310					**2,620**
1.2	**Teaching Labs**										
1.2.1	*Intro to Human Biology*	*306*	*20*	*1*	*1,211*	*1,211*	5th floor		1.0	1,500	1,500
1.2.2	*Biological Concepts*	*309*	*24*	*1*	*1,190*	*1,190*	5th floor		1.0	1,500	1,500
1.2.3	Freshman Majors Intro Lab	530	24	1	1,096	1,096	530	24	1.0	1,096	1,096
1.2.4	*Micro Biology*	*432*	*16*	*1*	*1,098*	*1,098*	5th floor		1.0	1,100	1,100
1.2.5	*Anatomy & Physiology*	*436*	*24*	*1*	*1,099*	*1,099*	5th floor		1.0	1,100	1,100
1.2.6	*Genetics*	*505*	*12*	*1*	*806*	*806*	4th floor		1.0	1,100	1,100
1.2.7	*Bio-marine Organisms, Marine Bio*	*409*	*16*	*1*	*803*	*803*	4th floor		1.0	1,100	1,100
1.2.8	Non-vascular Plants	434	12	1	605	605	434	12	1.0	605	605
1.2.9	*Ecology/Wildlife Biology*	*509*	*16*	*0.5*	*802*	*401*	4th floor		1.0	1,500	1,500
1.2.10	*Comp. Physiology (share w/ 1.2.9)*	*313*	*12*	*1*	*1,190*	*1,190*					
1.2.11	*Cell Biology*	*507*	*14*	*1*	*803*	*803*	4th floor		1.0	1,500	1,500
1.2.12	*Develop. Biology (shared w/1.2.11)*	*407*	*14*	*1*	*807*	*807*					
1.2.13	*Wildlife Biology*	*509*	*16*	*0.5*	*802*	*401*					
				12		**11,109**			10.0		**12,101**
1.3	**Lab Support**										
1.3.1	Aquarium Room	430		1	261	261	430		1.0	261	261
1.3.2	Behavior Room										
1.3.3	Cell Culture Room										
1.3.4	Cold Room	434A		1	39	39	434A		1.0	39	39
	Cold Room	434B		1	37	37	434B		1.0	37	37
	Cold Room	529		1	64	64	529		1.0	64	64
	Cold Room	5th		4	19	76	5th		4.0	19	76
	Dark Room	G27AA		1	46	46	G27AA		1.0	46	46
1.3.5	Instrument Room	510		1	107	107	510		1.0	107	107
1.3.6	*Microscope Room*	G27A		1	121	121	G27A		1.0	121	121
	Specimen Prep	G27		1	171	171	G27		1.0	171	171
1.3.7	Equipment Room										
1.3.8	Greenhouse	316A		1	355	355	316A		1.0	355	355
	Greenhouse #1	5th		1	317	317	5th		1.0	317	317
	Greenhouse #2	5th		1	342	342	5th		1.0	342	342
	Potting Shed	534		1	856	856	534		1.0	856	856
1.3.9	*Storage/Prep*	*503*		*1*	*278*	*278*	4th floor		1.0	200	200
	Prep Area	*309A*		*1*	*136*	*136*					
1.3.10	*Prep Room Teaching Lab*	*311*		*1*	*263*	*263*	4th & 5th		4.0	250	1,000
1.3.11	*Sterilizing*	*405*		*1*	*315*	*315*	4th floor		1.0	200	200
1.3.12	*Storage*	*405A*		*1*	*63*	*63*					
	Transfer Room	432A		1	47	47	432A		1.0	47	47
	Transfer Room	407A		1	48	48	407A		1.0	48	48
1.3.13	Museum and Research	522		1	690	690	522		1.0	690	690
1.3.14	Research Lab Storage										
						4,632					**4,977**

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
1.4	**Animal Rooms**										
1.4.1	Work Room	411		1	281	281	411		1.0	281	281
1.4.2	Feed Room	411A		1	56	56	411A		1.0	56	56
1.4.3	Cage Room	411B		1	110	110	411B		1.0	110	110
1.4.4	Cage Room	411C		1	109	109	411C		1.0	109	109
1.4.5	Cage Room	411D		1	104	104	411D		1.0	104	104
1.4.6	Sterile Room	411E		1	78	78	411E		1.0	78	78
	Mice Holding Room										
						738					**738**
1.6	**Office / Administration**										
1.6.1	Faculty Office										
	Office	308		1	231	231	308		1.0	231	231
	Office	308A		1	155	155	308A		1.0	155	155
	Office	310		1	116	116	310		1.0	116	116
	Carroll Office	312		1	253	253	312		1.0	253	253
	Barklow Office	316C		1	161	161					
	Mueller Office	***422***		***1***	***144***	***144***					
	Schneider Office	501		1	82	82	501		1.0	82	82
	Schneider Office	501A		1	181	181	501A		1.0	181	181
	Liebert Office	502		1	80	80	502		1.0	80	80
	Lablanc Office	504		1	83	83	504		1.0	83	83
	Van Roo Office	506		1	80	80	506		1.0	80	80
	Simons Office	508		1	92	92	508		1.0	92	92
	Davis Office	512		1	93	93	512		1.0	93	93
	Lambert Office	516		1	95	95	516		1.0	95	95
	Beckwitt Office	518		1	164	164	518		1.0	164	164
	Zambini Office	520		1	105	105	520		1.0	105	105
	Kaufman Office	528		1	94	94	528		1.0	94	94
1.6.2	Visiting Lecturer Office										
	VL Office	524		1	96	96	524		1.0	96	96
	VL Office	526		1	97	97	526		1.0	97	97
1.6.3	Lab Tech Office										
1.6.5	Break Room	514		1	93	93	514		1.0	93	93
						1,993					**2,190**
1.7	**Student Support**										
1.7.1	Student Lounge	403		1	264	**264**	503		1.0	278	**278**
TOTAL						**19,046**					**22,904**
Total Vacated						***10,864***					
Total Renovated											***2,690***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
2.1	**Research Labs**										
	Food Science Research Lab	129		1	316	316	129		1.0	316	316
	Food Science Pilot Plant	129		1	892	892	129		1.0	892	892
	Food Science Research Lab	131		1	556	556	131		1.0	556	556
	Milaszewski Research Lab	322		1	158	158	322		1.0	158	158
	Dignam Research Lab	335		1	726	726	335		1.0	726	726
	Pilkenton Research Lab	338		1	119	119	338		1.0	119	119
	Bodak Research Lab	336I		1	121	121	336I		1.0	121	121
	Russell Research Lab	C303		1	115	115	C303		1.0	115	115
	Crosby Research Lab	C309		1	173	173	C309		1.0	173	173
2.1.1	Shared Research Labs						*346*		*1.0*	*800*	*800*
				10		**3,176**			10.0		**3,976**
2.2	**Teaching Labs**										
2.2.1	*Principles of Chemistry*	*201*	*24*	*1*	*1,437*	*1,437*	3rd floor		1.0	1,500	1,500
2.2.2	*Principles of Chemistry*	*207*	*18*	*1*	*1,206*	*1,206*	3rd floor		1.0	1,500	1,500
2.2.3	*General Chemistry*	*205*	*24*	*1*	*1,392*	*1,392*	*342 344*	*30*	*1.0*	*2,208*	*2,208*
2.2.4	*Physical Chemistry*	*333*	*12*	*1*	*980*	*980*	3rd floor		1.0	1,100	1,100
2.2.6	*Food Analysis Lab*	*209*	*12*	*1*	*1,189*	*1,189*	3rd floor		1.0	1,100	1,100
2.2.7	*Organic Chemistry*	*342/344*	*22*	*2*	*1,104*	*2,208*	2nd floor		2.0	1,500	3,000
2.2.8	*Inorganic Chemistry*	*346*	*12*	*1*	*800*	*800*	2nd floor		1.0	1,100	1,100
2.2.9	Biochemistry I (1), Biochemistry II (1)	348	13	1	1,099	1,099	348	13	1.0	1,099	1,099
2.2.10	Biochemistry II (see above)										
2.2.11	*Instrument Analysis/Analytical Chem*	*329*	*12*	*1*	*814*	*814*	2nd floor		1.0	1,100	1,100
				10		**11,125**			10.0		**13,707**
2.3	**Lab Support**										
	Preparation	201A		1	138	138	201A		1.0	138	138
2.3.1	*Storage*	*203*		*1*	*247*	*247*	2nd floor		1.0	200	200
2.3.1a	*Balance Room*	*207A*		*1*	*189*	*189*	3rd floor		1.0	200	200
2.3.2	*Prep Rooms*						2nd & 3rd		4.0	250	1,000
	Prep Room	*207B*		*1*	*101*	*101*					
	Prep Room	*209A*		*1*	*79*	*79*					
	Prep Room	*209B*		*1*	*101*	*101*					
	Prep Room	308		1	300	300	308		1.0	300	300
	Prep Room	*314*		*1*	*179*	*179*					
	Prep Lab	*336H*		*1*	*243*	*243*					
2.3.4	Org. Chem. Instrument Room						2nd floor		1.0	200	200
2.3.5	Food Analysis/Intro Org. Inst. Rm.						3rd floor		1.0	200	200
2.3.6	Department Equipment Room										
2.3.7	Cold Room	C312		1	119	119	C312		1.0	119	119
2.3.8	Magnet Room	331		1	272	272	331		1.0	272	272
2.3.9	Research Lab Storage										
						1,968					**2,629**
2.4	**Seminar/Computer Lab**										
2.4.1	Seminar	C314		1	293	293	C314		1.0	293	293
2.4.2	Computer Lab	340		1	118	118	340		1.0	118	118
						411					**411**

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
2.5	**Office/Admin**										
2.5.1	Faculty Office										
	Cok Office	323		1	94	94	323		1.0	94	94
	Milaszewski Office	336A		1	109	109	336A		1.0	109	109
	Crosby Office	336B		1	108	108	336B		1.0	108	108
	Beck Office	127A		1	108	108	127A		1.0	108	108
	Russell Office	336C		1	180	180	336C		1.0	180	180
	Pilkenton Office	336E		1	79	79	336E		1.0	79	79
	Dignam Office	336F		1	79	79	336F		1.0	79	79
	Bodack Office	336G		1	80	80	336G		1.0	80	80
	Office						*336H*		*1.0*	*243*	*243*
2.5.2	Visiting Lecturer Office	336		1	133	133	336		1.0	133	133
2.5.3	Lab Tech Office	246K		1	55	55	246K		1.0	55	55
	Storage	327		1	285	285	327		1.0	285	285
						1,310					**1,553**
2.6	**Student Support**										
2.6.1	Faculty/Student Lounge	127A		1	299	**299**	127A		1.0	299	**299**
TOTAL						**18,289**					**22,575**
Total Vacated						***11,165***					
Total Renovated											***3,251***
3	**Physics & Earth Science**										
3.1	**Lab**										
3.1.1	Planetarium	254		1	1,144	1,144	254		1.0	1,144	1,144
3.1.2	Teaching Lab	260	20	1	1,086	1,086	260	20	1.0	1,086	1,086
3.1.3	Teaching Lab - Workshop	262	15	1	1,075	1,075	**262**	**15**	1.0	1,135	1,135
							239 [1]		*1.0*	*1,092*	*1,092*
3.1.4	Geology Lab/Storage	237	12	1	532	532	*237* [1]	*12*	*1.0*	*360*	*360*
						3,837					**4,817**
3.2	**Lab Support**										
3.2.1	Planetarium Support	254A		1	164	164	254A		0.5	164	82
3.2.2	Physics Storage	258		1	757	757	258		1.0	757	757
3.2.3	Geology Storage	248		1	84	84	248		1.0	84	84
						1,005					**923**
3.3	**Office / Admin.**										
3.3.1	Faculty Office										
	Singh Office	246F		1	111	111	246F		1.0	111	111
	Chon Office	246G		1	112	112	246G		1.0	112	112
	Lidback Office	246		1	86	86	246		1.0	86	86
	Jameson Office	246L		1	100	100	254A		0.5	164	82
3.3.2	Visiting Lecturer Office	246J		1	106	106					
3.3.3	Lab Tech Office	246H		1	112	112	246J		1.0	106	106
3.3.4	Copy Room	250		1	106	106	250		1.0	106	106
3.3.5	Lounge/Conference Room										
	Storage	246I		1	106	106	246J		1.0	106	106
	Storage	256		1	129	129	256		1.0	129	129
						968					**838**
TOTAL						**5,810**					**6,578**
Total Vacated						***0***					
Total Renovated											***1,452***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
4.1	**Teaching Labs**										
4.1.1	Food, Culture and Society Lab	107	24	1	1,359	1,359	107	24	1.0	1,359	1,359
4.1.2	Experimental Foods Lab	133	20	1	1,283	1,283	133	20	1.0	1,283	1,283
4.1.3	*Human Performance Lab*						*135A,B,C*		*1.0*	*275*	*275*
						2,642					**2,917**
4.2	**Lab Support**										
4.2.1	Pantry	105		1	157	157	105		1.0	157	157
	Storage	107B		1	84	84	107B		1.0	84	84
4.2.2	Equipment Storage										
4.2.3	*Tasting Room/Seminar*						*135D*		*1.0*	*583*	*583*
						241					**824**
4.3	**Classrooms**										
	35p Classroom										
						0					**0**
4.4	**Office/Admin.**										
4.4.1	Faculty Offices										
	Luoto Office	114		1	210	210	114		1.0	210	210
	Schwartz Office	111A		1	222	222	111A		1.0	222	222
	Neubauer Office	116		1	167	167	116		1.0	167	167
	Massad Office	120		1	103	103	120		1.0	103	103
	Abernethy Office	125		1	94	94	125		1.0	94	94
	Crozier Office	107A		1	89	89	107A		1.0	89	89
	McGrail Office	135C		1	113	113	121		1.0	95	95
4.4.2	Admin	111		1	100	100	111		1.0	100	100
4.4.3	Admin. Copy/Work Room	113		1	44	44	113		1.0	44	44
4.4.4	Admin Storage										
4.4.5	Visiting Lecturer Office										
4.4.6	Tech Office										
	Admin. Staff										
4.4.7	Meeting Room	107C		1	437	437	107C		1.0	437	437
						1,579					**1,561**
TOTAL						**4,462**					**5,302**
Total Vacated						***0***					
Total Renovated											***858***

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
5.1	**Lab**										
5.1.1	Apparel Design Lab	102	15	1	1,147	1,147	102	15	1.0	1,147	1,147
5.1.2	Apparel Construction/Production Lab	106	15	1	1,240	1,240	106	15	1.0	1,240	1,240
5.1.3	*Fabric Structure Studio*	*134*	*15*	*1*	*335*	*335*	*134, 132* [1]		*1.0*	*870*	*870*
5.1.4	Textile Research Lab	138	12	1	1,234	1,234	138	12	1.0	1,234	1,234
5.1.5	Costumes and Textiles Collections	138B		1	255	255	138B		1.0	255	255
						4,211					**4,746**
5.2	**Lab Support**										
5.2.1	Dressing Room	102B		1	141	141	102B		1.0	141	141
5.2.2	Storage Room	106B		1	139	139	106B		1.0	139	139
5.2.3	Fitting Area										
	Loom Storage	142		1	319	319	142		1.0	319	319
	Instrument Room	138A		1	160	160	138A		1.0	160	160
5.2.4	Costumes/Textiles Storage										
5.2.5	Lobby Window Display			1	100	100			1.0	100	100
						859					**859**
5.3	**Classrooms**										
5.3.1	*Classroom*	118	30	1	1,308	1,308	118	30	1.0	1,308	1,308
							115		*1.0*	*1,080*	*1,080*
5.3.2	*Merchandising Seminar Room*						*119* [1]		*1.0*	*260*	*260*
5.3.3	*Classroom Storage*										
						1,308					**2,648**
5.4	**Offices/Admin.**										
5.4.1	Faculty Offices										
	Handschuch Office	102A		1	124	124	102A		1.0	124	124
	Fletcher Office	106A		1	122	122	106A		1.0	122	122
	Foster Office	110		1	182	182	110		1.0	182	182
	Flynn Office	118A		1	125	125	118A		1.0	125	125
	Plummer Office	124		1	98	98	124		1.0	98	98
	Taylor Office	135A		1	101	101	246M		1.0	101	101
	~~Sellarole Office~~	~~135B~~		1	100	100	246K		1.0	100	100
	McGrath Office	135C		1	113	113	246L		1.0	113	113
5.4.2	Shared Faculty/VL Office										
5.4.3	Visiting Lecturers Office						122		1.0	98	98
5.4.4	Lab Tech Office	144		1	125	125	144		1.0	125	125
5.4.5	Admin	111		1	100	100	111		1.0	100	100
5.4.6	Work Room	113		1	44	44	113		1.0	44	44
						1,234					**1,332**
TOTAL						**7,612**					**9,585**
Total Vacated						***335***					
Total Renovated											***2,210***

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
6.1	**Teaching Labs**										
6.1.1	Assessment Lab (now in Dwight)	DW		1	750	750	*209*		*1.0*	*1,189*	*1,189*
6.1.2	*Storage*						*209A*		*1.0*	*79*	*79*
6.1.3	*Simulation Lab*						*207, 207A* [1]		*1.0*	*1,061*	*1,061*
6.1.3.1	*Storage*						*203*		*1.0*	*247*	*247*
6.1.3.2	*Control Room*	*DW*		*1*	*150*	*150*	*209B* [1]		*1.0*	*233*	*233*
6.1.3.3	Debriefing Room								*1.0*	*355*	*355*
6.1.3.4	Utility Room										
						900					**3,164**
6.2	**Lab Support**										
6.2.1	*Utility Room*						*207B* [1]		*1.0*	*155*	*155*
											155
6.3	**Classrooms**										
6.3.1	24p Classroom	216	30	1	797	797	218	30	1.0	809	809
							205	*30*	*1.0*	*1,006*	*1,006*
6.3.2	Computer Room										
						797					**1,815**
6.4	**Office/Administration**										
	Faculty Office										
	Conrad Office	220B		1	164	164	220B		1.0	164	164
	Bolio Office	220C		1	128	128	220C		1.0	128	128
	Austin Office	*226*		*1*	*92*	*92*	*226*		*1.0*	*92*	*92*
	Bechtel Office	*DW*		*1*	*200*	*200*	*222*		*1.0*	*133*	*133*
	Mullaney Office	*DW*		*1*	*150*	*150*	*224*		*1.0*	*97*	*97*
	Admin	*DW*		*1*	*150*	*150*	*228*		*1.0*	*95*	*95*
	Visiting Lecturer Office	220A		1	88	88	220A		1.0	88	88
	Secretary	220		1	87	87	220		1.0	87	87
	Files/Storage	212C		1	143	143	212C		1.0	143	143
	Copy Room	216		1	76	76	216		1.0	76	76
	Media Center/Storage	218A		1	154	154	218A		1.0	154	154
						1,432					**1,257**
6.5	**Student Support**										
6.5.1	Kitchen/Break Room					**0**					**0**
TOTAL						**3,129**					**6,391**
Total Vacated						***0***					
Total Renovated											***4,650***

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Items shown in orange indicate new space in existing building created by infilling roof space

		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
7	**Child Development**										
7.1	***Lab***										
7.1.1	*Lab*	*G06*		*1*	*1,164*	*1,164*					
7.2	***Lab Support***										
7.2.1	*Observation Area*	*G04*		*1*	*240*	*240*					
7.2.2	*Kitchen*	*G08*		*1*	*137*	*137*					
7.2.3	*Storage*			*1*	*85*	*85*					
						462					**0**
7.3	***Office/Admin***										
7.3.1	*Faculty Office*										
	Hytholt Office	*G06A*		*1*	*103*	*103*					
	Theodoss Office	*G06B*		*1*	*103*	*103*					
	Correai Office	*G04A*		*1*	*92*	*92*					
7.3.2	*Storage*	*G04B*		*1*	*83*	*83*					
	Admin										
	Admin/Work Room										
						381					**0**
7.4	**Student Support**										
7.4.1	Conference Room										
TOTAL						**2,007**					**0**
Total Vacated						***2,007***					
Total Renovated											***0***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
8	**Math**										
8.1	**Work Area**										
8.1.1	Lounge	302		1	316	316	*302* [1]		*1.0*	*388*	*388*
8.1.2	Library	(in 304)					(in 304)				
8.1.3	Coffee Area	304		1	280	280	*304*		*1.0*	*320*	*320*
						596					**708**
8.2	**Office / Admin**										
8.2.1	Faculty Office										
	Brown, Caruso, Hamilton, McCann, Whitman Office	*202,202A, 204,206, 208A*		*1*	*1,229*	*1,229*	*306* [1]		*1.0*	*1,515*	*1,515*
	Arpin Office	*222*		*1*	*133*	*133*					
	Page Office	*224*		*1*	*97*	*97*					
	Office	*228*		*1*	*95*	*95*					
	Campbell, Hibbard, Garabedian, Satake Office-incl. Above	*202A*									
	Sandberg Office incl. Above	*208A*									
	Anderson Office	302A		1	125	125	302A		1.0	125	125
	Koshy Office	303B		1	86	86	303B		1.0	86	86
	Sapko Office	303C		1	126	126	303C		1.0	126	126
	Levandosky	304A		1	96	96	304A		1.0	96	96
	Mabrouk Office	304B		1	92	92	304B		1.0	92	92
	Cutler Office	304C		1	96	96	304C		1.0	96	96
	Czarnek Office	304D		1	96	96	304D		1.0	96	96
	Salmassi Office	316B		1	151	151					
	Shaw Office	DW 302		1			DW 302				
	Storage	303D		1	31	31	303D		1.0	31	31
	Storage	302B		1	148	148	302B		1.0	148	148
	Storage	304E		1	61	61	304E		1.0	61	61
8.2.2	Visiting Lecturer Office										
8.2.3	Storage	303A		1	68	68	303A		1.0	68	68
8.2.4	Admin	111		1	200	200	111		1.0	200	200
8.2.5	Admin Work Room	113		1	88	88	113		1.0	88	88
						3,018					**2,828**
TOTAL						**3,614**					**3,536**
Total Vacated						***1,554***					
Total Renovated											***2,223***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
9.1	**Teaching Labs**										
	Computer Classroom/Lab						*313*		*1.0*	*1,190*	*1,190*
	Unix Lab						*311* [1]		*1.0*	*407*	*407*
											1,597
9.2	**Office / Admin**										
9.2.1	Faculty Offices										
	Office						*316B*		*1.0*	*151*	*151*
	Office						316C		*1.0*	*161*	*161*
	Krishnamoorthy Office	246M		1	106	106	246H		1.0	112	112
	Breuning Office	310		1	116	116					
	Keil Office	318A		1	229	229	318A		1.0	229	229
	Chen Office	318B		1	212	212	318B		1.0	212	212
	Gao Office	318C		1	125	125	318C		1.0	125	125
9.2.2	VL Office	220		1	87	87	220		1.0	87	87
	VL Office						316D		1.0	102	102
9.2.3	Secretary										
9.2.4	Tutorial Area	318		1	381	381	318		1.0	381	381
9.2.5	*Conference Room*						*309A*		*1.0*	*136*	*136*
						1,256					**1,696**
TOTAL						**1,256**					**3,293**
Total Vacated						***0***					
Total Renovated											***1,733***
10	Geography										
10.1	**Teaching Labs**										
10.1.1	GIS Lab	243	16	1	724	724	243	16	1.0	724	724
							241	*30*	*1.0*	*819*	*819*
						724					**1,543**
10.2	**Offices /Admin.**										
10.2.1	Faculty Office										
	Merwin Office	242		1	78	78	242		1.0	78	78
	Hakansson Office	244		1	82	82	244		1.0	82	82
	Donnell Office	246A		1	109	109	246A		1.0	109	109
	Hartwick Office	246B		1	108	108	246B		1.0	108	108
	Najjar Office	246C		1	180	180	246C		1.0	180	180
	Otto Office	246E		1	114	114	246E		1.0	114	114
	Abdelgadier Office	240		1	85	85	240		1.0	85	85
10.2.2	Visiting Lecturer Office										
10.2.3	Conference	231		1	342	342	231		1.0	342	342
10.2.4	Storage	235		1	217	217	*235* [1]		*1.0*	*185*	*185*
						1,315					**1,283**
TOTAL						**2,039**					**2,826**
Total Vacated						***0***					
Total Renovated											***1,004***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
11	**Psychology**										
11.1	**Research Laboratories**										
	EEG Lab	416		1	151	151					
	Perception/Cognition Lab	418		1	152	152					
	Student Experiment Space	420		1	149	149					
	Center for Stress Reduction	428		1	371	371					
11.1.1	*Small Lab*										
11.1.2	*Medium Lab*										
11.1.3	*Large Lab*										
11.3.4	Storage*	414		1	124	124					
						947					
11.2	**Teaching Laboratories/Classrooms**										
	Seminar Room	426	25	1	410	410					
11.3	**Office/Admin**										
11.3.1	Faculty Office* (in Crocker)										
	Bailey Office	CR 314									
	Bloomquist Office	CR 210									
	Dias Office	CR 212									
	Donohue Office	CR 214									
	Flanagan Office	CR 208									
	Galvin Office	CR 316									
	Galvin Office	CR 203									
	Ludeman Office	CR 209									
	McMakin Office	CR 204									
	Prehar Office	CR 312									
	Ranganathan Office	CR 206									
	Vreven Office	CR 210									
	Westerman Office	CR 218									
11.3.2	Visiting Lecturer Office*			3	130	390					
11.3.3	Secretary*										
						390					**0**
TOTAL in Hemenway Hall & Annex						**1,357**					**0**
Total Vacated						***672***					
Total Renovated											***0***

Note:

Psychology faculty offices are currently located in Crocker Hall. Existing and proposed faculty offices and support space is not included in Hemenway Hall Program, but shown above for informational purposes.

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
12	**Classroom / Shared Space**										
12.1	**Lecture Halls/Classrooms**										
	Classroom	*G01*	*24*	*1*	*722*	*722*					
	Unassigned/Education						*G04-G06*		*1.0*	*1,785*	*1,785*
	Unassigned/Education	*G10*	*50*	*1*	*1,145*	*1,145*	*G10*	*50*	*1.0*	*1,145*	*1,145*
	Classroom	*G11*	*40*	*1*	*1,102*	*1,102*					
	Lecture Hall	G32	149	1	1,567	1,567	G32	149	1.0	1,567	1,567
	Lecture Hall	G36	149	1	1,575	1,575	G36	149	1.0	1,575	1,575
	Classroom	101A	20	1	583	583	101A	20	1.0	583	583
	Classroom	101B	20	1	572	572	101B	20	1.0	572	572
	Classroom	*115*	*46*	*1*	*1,080*	*1,080*					
	Classroom	*119*	*30*	*1*	*586*	*586*					
	Seminar	*123*	*35*	*1*	*305*	*305*					
	Classroom	*132*	*32*	*1*	*707*	*707*					
	Classroom						*201*	*35*	*1.0*	*1,437*	*1,347*
	Classroom						*202-208A*		*1.0*	*1,229*	*1,229*
	Classroom						*205*	*35*	*1.0*	*0*	*0*
	Classroom	208	30	1	1,246	1,246	208	30	1.0	1,246	1,246
	Lecture Hall	212	95	1	1,392	1,392	212	95	1.0	1,392	1,392
	Classroom	225	35	1	579	579	225	35	1.0	579	579
	Classroom	227	35	1	585	585	227	35	1.0	585	585
	Classroom	229	35	1	578	578	229	35	1.0	578	578
	Classroom	238	34	1	584	584	238	34	1.0	584	584
	Classroom	*239*	*30*	*1*	*759*	*759*					
	Classroom	*241*	*35*	*1*	*819*	*819*					
	Classroom	301	30	1	1,002	1,002	301	30	1.0	1,002	1,002
	Classroom	305	35	1	738	738	305	35	1.0	738	738
	Classroom	307	35	1	798	798	307	35	1.0	798	798
	Classroom						*309*	*35*	*1.0*	*1,190*	*1,190*
	Classroom	315		1	578	578	315		1.0	578	578
	Classroom	316		1	582	582	316		1.0	582	582
	Classroom	317		1	578	578	317		1.0	578	578
	Classroom	321	35	1	584	584	321	35	1.0	584	584
	Classroom						*314, 329*	*25*	*1.0*	*993*	*993*
	Classroom						*333*	*30*	*1.0*	*980*	*980*
	Classroom	401	30	1	566	566	401	30	1.0	566	566
	Classroom						*407*	*30*	*1.0*	*807*	*807*
	Classroom						*409*	*30*	*1.0*	*803*	*803*
	Classroom	410	27	1	579	579	410	27	1.0	579	579
	Classroom	426	25	1	410	410	426	25	1.0	410	410
							428		1.0	371	371
	Classroom						*432*		*1.0*	*1,098*	*1,098*
	Classroom						*436*	*35*	*1.0*	*1,099*	*1,099*
	General Student Study						403		1.0	264	264
							405		1.0	315	315
							405A		1.0	63	63
							412		1.0	121	121
							414		1.0	124	124
							416		1.0	151	151
							418		1.0	152	152
							420		1.0	149	149
							422		1.0	150	150
	Meeting Room								*1.0*	*1,000*	*1,000*
						22,901					**31,012**

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
12.2	**Classroom Support**										
	Audiovisual	G34A		1	126	126	G34A		1.0	126	126
	Dressing	G34		1	163	163	G34		1.0	163	163
	Storage	G34B		1	182	182	G34B		1.0	182	182
	Office/Storage	301A		1	102	102	301A		1.0	102	102
	Preparation	212A		1	165	165	212A		1.0	165	165
	Preparation	212B		1	127	127	212B		1.0	127	127
	Storage	G03		1	154	154	G03		1.0	154	154
	Storage	132A		1	85	85	132A		1.0	85	85
	Storage	202B		1	125	125	202B		1.0	125	125
	Storage	301B		1	110	110	**301B**		1.0	110	110
	Storage						***434***		***1.0***	***329***	***329***
						1,339					**1,668**
TOTAL						**24,240**					**32,680**
Total Vacated						***7,225***					
Total Renovated											***12,476***
13	**Shared Administration**										
13.1	**Offices /Admin.**										
	ITS	G13		1	176	176	G13		1.0	176	176
	Electrical Room	G13A		1	270	270	G13A		1.0	270	270
	Office	111		1	399	399	111		1.0	399	399
	Media Storage	***121***		***1***	***95***	***95***					
	Academic Affairs Office	210		1	555	555	210		1.0	555	555
	Admin. Office	246		1	106	106	246		1.0	106	106
	Education Dept. Office	248		1	104	104	248		1.0	104	104
	Education Dept. Faculty Room	108		1	833	833	108		1.0	833	833
	Education Dept. Storage	113		1	174	174	113		1.0	174	174
	Mail Room	104		1	135	135	104		1.0	135	135
TOTAL						**2,847**					**2,752**
Total Vacated						***95***					
Total Renovated											***0***
14	**Break-out/Lobby/Student Space**										
14.1	Lobby			1	500	500			1.0	500	500
14.2	Break-out Areas					0	G08		1.0	137	137
TOTAL						**500**					**637**
Total Vacated						***0***					
Total Renovated											***0***

Existing vs. vs. Proposed

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		Existing					Proposed				
	Space	Room	Cap.	Qty	Area	NSF	Room	Cap.	Qty	Area	NSF
15	**Building Support Spaces**										
	Storage	G26		1	256	256	G26		1.0	256	256
	Electric Room	G28		1	753	753	G28		1.0	753	753
	Tool Shop	G29		1	456	456	G29		1.0	456	456
	Receiving	G31		1	1,078	1,078	G31		1.0	1,078	1,078
	Mechanical	G33		1	1,537	1,537	G33		1.0	1,537	1,537
	Fan Room	G15A		1	54	54	G15A		1.0	54	54
	Storage	233		1	357	357	233		1.0	357	357
	Storage	412		1	121	121	412				
	Loading dock						*123*		*1.0*	*305*	*305*
							121		*1.0*	*95*	*95*
	Storage	412		1	121	121	412		1.0	121	121
TOTAL						**4,733**					**5,012**
Total Vacated						***95***					
Total Renovated											***400***
16	**Computer Services**										
16.1	**Computer Services**										
	Computer Services	G20		1	3,145	3,145	G20		1.0	3,145	3,145
	Help Desk	G17		1	220	220	G17/G11		1.0	220	220
	ITS Help Desk Staff Office						*G11*		*1.0*	*1,102*	*1,102*
	Office	G17A		1	161	161	G17A		1.0	161	161
	Storage	G18		1	86	86	G18		1.0	86	86
	Storage	G20B		1	148	148	G20B		1.0	148	148
	New Computer Lab						*G01*		*1.0*	*722*	*722*
	Computer Lab	G05		1	381	381	G05		1.0	381	381
	Computer Lab	G07		1	715	715	G07		1.0	715	715
TOTAL						**4,856**					**6,680**
Total Vacated						***0***					
Total Renovated											***1,824***
TOTAL:						**105,797**					**130,751**
Total Vacated Space						***34,012***					
Total Renovated Space											***34,771***

FRAMINGHAM STATE COLLEGE

2010-2011 DEPARTMENT GOALS

Administration, Finance and Technology Goals 07/01/10
Progress Report 01/07/11

Department Major Goals

- **Develop balanced multi-year budget**
  - ✓ FY2011 Budget Pro Forma balanced at conference committee funding level
    Current FY2011 budget balanced; mid-year spending at approx. 45% of annual
  - ✓ Further develop long-range budget/enrollment planning models
    - o Consider model options
      Product (Quantrix H.E. Module) identified – under consideration
- **Advance Hemenway Hall/Science Facility Project**
  - ✓ Advocate for Five Year Capital Spending Plan inclusion
    Memorandum of Agreement completed – Project included in Capital Spending Plan
  - ✓ Goal to commence project design in 2011 (currently anticipated FY14-15 construction)
    On noted timeframe; DCAM DSB meeting scheduled for January 19, 2011
  - ✓ Advance early-phase chiller replacement project package
    - o Goal of completion summer 2011
      On noted timeframe – bid documents near completion
  - ✓ Complete Science Project supplemental financing
    - o Secure legislative authorization
      Completed
    - o Consider financing options and select financing approach
      Completed
    - o Secure BOT, BHE and A&F approvals
      Completed
    - o Complete financing package
      Completed
- **Advance O'Connor Hall Repositioning Project**
  - ✓ Determine short- and long-term program plan
    Long-term program plan completed; short-term plan tied to adaptation study
  - ✓ Plan Summer 2011 adaptation project
    Study underway
- **Develop financing avenues for Climate Action Plan capital projects**
  - ✓ Identify Power Plant Financing Options (complete Performance Contract study)
    Energy Performance Contract study being undertaken by DCAM
  - ✓ Conclude CREB financing for Solar PV project
    Completed
- **Explore potential Athletic Center HEFA refinancing**
  - ✓ Consideration within financing for Science Project or stand-alone
    BOT Finance Committee consideration – track for potential future restructuring
- **Expand Student Internship Opportunities**
  - ✓ Participate in corporate recruitment as part of Leadership Team initiative
    No progress

- **Diversify investment program through additional fund manager**
  - ✓ Consider investments balance
    Completed – multi-campus procurement initiative resulted in reduced costs
- **Support Town of Framingham initiatives that have an impact on the College**
  Ongoing including Farm Pond Initiative and Maynard Building consideration

Division Goals:

Facilities

- ✓ Complete College Center dining project
  Completed
- ✓ Complete Phase II of Library Renovation Project
  Completed
- ✓ Complete Solar PV Project installs
  Near Completion
- ✓ Complete New Residence Hall by Fall 2011 semester
  On track
- ✓ Complete Hemenway Chiller Replacement project by Summer 2011
  Ongoing - Bid package near completion
- ✓ Conclude State Street Project during Summer 2011
  On track
- ✓ Support Science Project design
  Ongoing
- ✓ Advance Capital Master Plan "Front Yard" Initiative
  Ongoing
- ✓ Implement Climate Action Plan recommendations
  Ongoing – Solar installation near complete; Undertaking Energy Performance Contract audit
- As an extension of a DCAM initiative with the community colleges, contracted with Sightlines for a facilities condition and operational audit that will provide peer benchmarking

Fiscal Affairs

- ✓ Complete TouchNet implementation
  Completed
- ✓ Complete ARRA spending and reporting
  Ongoing - Comptroller audit completed; new BHE audit planned
- ✓ Undertake office development program
  Ongoing

ITS

- ✓ Convert to new web site and provide ongoing technical assistance
  Completed
- ✓ Complete wireless upgrade and Banner upgrade
  Completed
- ✓ Complete introduction of comprehensive information security program
  Completed
- ✓ Implement username and password synchronization
  Completed
- ✓ Plan Windows 7/Microsoft Office 2010 upgrade
  On track
- ✓ Implement selective Climate Action Plan recommendations
  Initial activities completed

- ✓ Complete College Technology Committee strategic plan process and proposed recommendations by Spring 2011
  On track

Human Resources

- ✓ Continued introduction/expansion of faculty & staff development programs
  Ongoing
- ✓ Advance diversity initiative
  Ongoing
- ✓ Complete discrimination and sexual harassment prevention for campus
  Near Completion
- ✓ Assume responsibility for all VL and adjunct hiring
  Completed

Public Safety

- ✓ Complete accreditation mock review during Fall 2010 semester
  End of January target completion
- ✓ Complete certification standards development by December 2010
  End of March target completion
- ✓ Present to BOT for arming consideration
  May target

Athletics

- ✓ Address additional recommendations of Athletics Department Action Plan
  - o Division III messaging program
    Ongoing
  - o Admissions coordination
    Completed
  - o Plan facilities (e.g., Maple Fields; Loring Arena) improvements
    No progress – project scheduled in out-years of capital spending plan
- ✓ Increase participation in intramural programs
  Increase in intramural participants of 17%, teams 14%, and games 40% over prior year
- ✓ Increase overall athletic programs winning percentage
  Fall semester improvement over prior year

	Fall 2009	Fall 2010	
Football	.500	.818	↑
Men's Soccer	.474	.523	↑
Women's Soccer	.324	.412	↑
Field Hockey	.750	.294	
Volleyball	.452	.588	↑

Food Service

- ✓ Open new College Center Dining venues
  Completed
- ✓ Implement selective Climate Action Plan recommendations
  Completed

Bookstore

- ✓ Develop additional on-line services/linkages to course offerings
  Completed
- ✓ Implement book rental program
  Completed

REPORT TO THE FRAMINGHAM STATE COLLEGE BOARD OF TRUSTEES ON EMERGENCY PREPAREDNESS: 01/14/11

Campus Police

Current Staffing Level

a. The FSU Police Department is staffed with 13 sworn police officers, 1 security guard, and 3 full-time and 1 part-time dispatcher.
b. Dispatcher Matt Starr is on military deployment and we have filled this position with a temporary hire, Dispatcher Joseph Andrasik.
c. The following programs were attended and presentation on campus safety were delivered to community members in 2010:

RA Training (August and as needed)
Freshmen Orientation (January, June, August)
Parent Orientation (June)
Transfer Orientation (January, August)
Accepted Student Day(s) (March and April)
Homecoming Events/Alumni Weekends (August, September, and/or October)
YMCA Daycare (November and/or December)

Progress toward MPAC Certification

d. The total number of standards addressed remains at 151 met, 41 waivers granted, and 4 standards remaining. MPAC certification requires that 155 standards be met.
e. We are currently in the process of the communication section upgrade. Once completed MOC evaluation will be scheduled.

Emergency Notification Systems

Whelen Siren

a. The Whelen Siren was tested successfully on 01/14/11; we noted no impairment of the system due to the effects of snow and ice following the December and January storms.

FSU Alert

a. The *Dialogic* emergency notification system (FSUAlert) was tested on 01/14/11 following upgrade to the system software. The test was successful although a software support request was generated to address a minor anomaly with notification.
b. BOT contact information has been added to the system.

Administrative Emergency Preparedness

Emergency Preparedness Committee

a. The Chair of the Emergency Preparedness Committee, Dr. Susanne Conley, attended two executive development conferences on campus-based emergency preparedness. On December 2, 2010, the Guardsmark Corporation sponsored a conference on effectively managing an emergency event or incident. On January 1, 2011 FEMA sponsored a regional program for higher education executives on evolving federal and state agencies' expectations for campus emergency preparedness.
b. Dr. Stoops has completed a thorough review of student-related emergency protocols and will submit them for approval to the EPC on January 18, 2011.

Threat Assessment Team

c. The Threat Assessment Team will resume its regular weekly meetings on Tuesday, January 18, 2011.

Emergency Operations Center Team

d. No incidents have required the EOCT to convene since the last report.